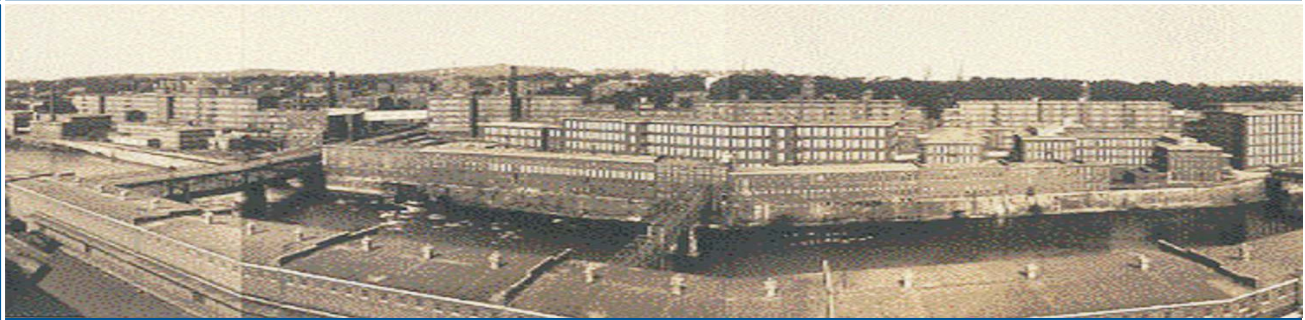


# Consolidated Annual Performance Evaluation Report

Manchester  
NH

## Fiscal Year 2005



Prepared for the  
Department of Housing and Urban Development

September, 2005

## **PART I**

### **CURRENT IDIS ACTIVITIES**

All current activities have been updated in the IDIS system. If you have further questions please feel free to contact our staff in the Community Improvement Program Division of this Department at 603-624-6530.

Financial Summary Form (4949.3) – See Section 2

## **PART II**

### **PROGRAM NARRATIVE**

## **CONSOLIDATED ANNUAL PERFORMANCE AND EVALUATION REPORT (CAPER)**

### **1. GENERAL NARRATIVES**

#### **1A. ASSESSMENT OF THREE TO FIVE YEAR GOALS AND OBJECTIVES**

The City's Strategic Plan identified twelve key priorities that must be addressed in order to meet the prioritized needs of the Community existing at the time of the Consolidated Plan Development. These strategies were:

- 1) Health and Human Services
- 2) Center City Neighborhood Revitalization
- 3) Central Area Economic Development
- 4) Emergency Shelter, Transitional Housing & Strategies For The Homeless
- 5) Homeownership & Affordable Housing Strategies
- 6) Improving Universal Accessibility In Public Facilities
- 7) Recreation
- 8) Education
- 9) Infrastructure Improvements
- 10) Economic Development
- 11) Airport Improvements
- 12) Tools For Governing
- 13) Public Safety

The City has endeavored, through the Community Improvement Program, to fund and successfully implement projects and programs that would result in the attainment of the goals and objectives of these key strategies. The City has maintained its commitment towards the Strategic Plan.

There are elements specific to each strategy although there are instances where these elements crossover and impact on more than one strategy. To gauge the City's success towards the attainment of each of these elements, benchmarks were identified that allow for quantitative measurement. An assessment of the City's progress can be made through the following listing of the elements and qualitative identification of benchmarks contained in the strategies.

#### **Strategy #1 Health and Human Services**

The City is fortunate to have active and experienced agencies working together to offer a strong health and human services network for Manchester residents. These organizations include the Greater Manchester Association of Social Service Agencies, the Manchester Continuum of Care, the New Immigrants Task force and the Healthy Manchester Coordinating Committee which represents dozens of agencies that work together to support citizens in a comprehensive manner.

*Elements:*

*Court Appointed Special Advocates* – Operational support provided for training of volunteers to serve as guardians ad litem for Manchester’s abused and neglected children resulted in 68 children being assisted.

*YWCA Capital Improvements Project* - \$300,000 of CDBG funds were committed to renovate the YWCA building located at 72 Clinton Street. To date, a historic tax credit consultant, a low-income housing tax credit consultant and an architect have all been hired to work on the project. On an annual basis, the YWCA provides service to 2900 individuals and 23 units of permanent housing for persons with disabilities.

*Health Dept. Center City Disease* - The “Heads Up” program, a pediculosis (head lice) prevention project for center city families that is based on an innovative peer education model, continued to operate in FY 2005. During the 2004 -2005 reporting period, 11,314 children were screened for head lice and 189 children were treated for head lice. In addition to this program, the Health Department contracted with a nutritionist to provide a variety of nutrition education programs to the Manchester Center City school children. 3400 school children and their families benefited as a result of these programs.

*Health Dept. - Children’s Oral Health Collaborative* – \$10,000 of CDBG funds were utilized to support the establishment of a collaborative venture between community agencies such as Child Health Services, VNA Child Care and local dentists to provide dental care to needy children. A variety of services including oral health screenings, prophylaxes or cleaning services, fluoride treatments, application of protective sealant, distribution of oral health educational packets and off-site oral health clinics benefited 3349 children.

*Southern New Hampshire Services Community & Multicultural Services* - operational support to Hispanic advocacy organization resulted in the provision of assistance to 581 low and moderate-income individuals; assistance included interpretation and translation, landlord/tenant issues, ESL classes and client advocacy.

*Southern New Hampshire Services Hispanic Assimilation Initiative - ALPHA Youth Program* – The Alliance for the Progress of Hispanic Americans provides after school programs for Hispanic youth in the community. Through the use of the performing arts, education, employment and recreational activities, the program aims to help youth graduate from high school and prepare them for college, vocational/technical school or on-the-job training. 394 youth were served.

*Southern New Hampshire Services Latin American Center Facility Improvements* –During the last reporting period, \$25,000 of CDBG funding was utilized to replace the roof and the furnace at the Latin American Center. 1000 individuals will continue to be served as a result of these improvements.

*MHRA Youth Recreation* - Funds used to provide organized after school youth recreation

programs for inner city and housing authority children. As a result of last year's programs, 189 low and moderate-income children were served at two City locations

*Manchester Community Health Center Pharmaceutical Program* - \$44,000 of CDBG funding allowed for the purchase of pharmaceutical prescription medications for 601 low-income city residents.

*Catholic Medical Dental Services* – Funds provided to individuals who cannot afford to access dental care. During the past year, 139 individuals received dental care.

*VNA Day Care Program* - Operational support of VNA Day Care allowed for the provision of day care, health screenings, meals and transportation for 285 low-income children. \$40,000 of CDBG funding was expended on this project.

*Farnum Center Facility Repairs* – \$30,000 of CDBG funds were utilized for renovations to the first floor meeting room along with converting the chapel area into a larger space more conducive to family-centered treatment programs. 408 residents were served during the last reporting period.

*Girls Inc. Girls Center Program* – Funds were used for staff salaries and supplies for programs that delivered services in two ways: through the Girls' Centers everyday after-school programs and summer day camps along with enrichment programs provided in schools, during school hours. 183 girls were provided with services during the last reporting period.

*Girls Inc. Varney Street Acquisition* – Funds were used to acquire a building at 340 Varney street in order to provide the program with a permanent home.

*YMCA Youth Opportunities Unlimited* - 93 youth and families benefited from an after-school program emphasizing independence, self-discipline and social skills.

*Manchester Community Health Center- Teen Health Clinic* – Teen Health Clinic provided primary health care, nutrition and social support services and health education to Manchester's medically underserved adolescent population. Based on the Child Health Services model of care, the Teen Health Clinic used a multi-disciplinary team of Medical examiners, nutritionist and social workers to provide comprehensive care for its clients. 1371 teens were served.

*Southern New Hampshire Health Education Center* –In order to meet the needs of the growing number of immigrants and refugees in the City of Manchester the City recently partnered with SNHHEC to assist with training and certifying interpreters in various languages and fields. This past year 20 individuals were certified as legal interpreters in 4 languages.

## **Strategy #2 - Center City Neighborhood Revitalization**

The strategy for center city neighborhood revitalization focuses on efforts that are designed to:

- Increase the number of jobs available in the center city area, supported by training to provide neighborhood residents with the appropriate skills to acquire these jobs.
- Affect physical and social improvements to create and maintain a "livable" center city neighborhood in which the overall housing inventory is maintained at a level that is balanced with the demand for housing; and that the infrastructure is properly maintained and functional providing an effective, efficient, safe and aesthetically pleasing living environment.

Perfect examples of projects and programs that have carried out these strategies are the Gale Home Housing Project, the Straw Mansion Affordable Housing Project, the Silver Street Mill Affordable Housing Project, Manchester Community Resource Center (MCRC) Employment Training and Childcare Programs, the City's Dilapidated Building Demolition Program and various projects designed to upgrade the City's streets, sidewalks, playgrounds and parks. These projects aim to promote Center City revitalization through the elimination of urban blight and substandard conditions, that left unchecked, can lead to the continued deterioration of a neighborhood. Besides improving the living conditions within the neighborhoods funded projects will also increase the affordable housing opportunities that are available within the neighborhood. As a part of the Consolidated Planning process, the City drafted a neighborhood revitalization Strategy and designated a Strategy Area. The Strategy Area includes the Center City as well as other contiguous neighborhoods. The approval of this strategy will allow the City to expand the services that are being provided in this part of the community.

#### *Elements:*

*Building Department - Dilapidated Building Demolition* - Continued program of funding using CDBG and City tax generated revenue to take down deteriorated vacant/abandoned buildings damaged by fire, vandalism or weather and posing a public safety hazard to area residents. As there were no buildings that needed to be taken down during the past year, there were no funds expended on this program.

*Parks & Rec. - Downtown Park Rehabilitation Project* – During the last reporting period, the Amoskeag style lighting system was completed at Bronstein Park.

*Expansion of Manchester Community Resource Center* - The Manchester Community Resource Center (MCRC) was established with the mission of assisting Manchester's residents to attain economic self-sufficiency and improve their overall standard of living by providing access to employment, education, information and referral services in a multi-cultural environment. MCRC is a designated Community Based Development Organization and is also working to expand its programmatic offerings. Programs have included: Industry Specific Job Training Programs, English As a Second Language classes, Computer classes, Spanish classes, GED preparation classes, Job Fairs, various workshops and a Federal Income Tax Preparation Program. MCRC has also been awarded funds to conduct a series of public safety workshops for immigrants and refugees. Its success in developing partnerships and developing employment-related programs for Manchester's most difficult to employ has created a need for additional space. For FY 2004 –2005, construction documents were prepared to provide additional



classroom space and offices by expanding into the basement of the facility. A Limited Use-Limited Access (LULA) lift is also part of the proposed expansion. The proposed expansion is scheduled for completion in December 2005.

*Manchester Community Resource Center Employment Training Program* – MCRC has continued to offer its popular industry- specific job training programs. This reporting period, 24 low-income adults have successfully completed job training in the following areas: Pharmacy Technician – 6 trainees; Office Assistant –8 trainees; Personal Care Attendant –8 trainees. MCRC successfully placed 67 clients in employment in the first four months of the reporting period. A revised job readiness and tracking system designed to place greater personal responsibility on individuals in their job search resulted in the absence of placement/hiring data for the remainder of the reporting period. Barriers to employment continue to be addressed through English as Second Language classes, computer classes and GED preparation.

*Manchester Community Resource Center Childcare Center* – MCRC equipped its childcare center (for children ages 15 months through 6 years) to accommodate the needs of those parents attending MCRC's employment training and workshops. The Center has also been used in 'off hours' as a supervised visitation and exchange center for families that have encountered domestic violence and other safety issues. 25 families were served.

*Parks & Rec. - Project Greenstreets* – A total of 77 trees were planted throughout the City along public right of ways and in parks located in low-income neighborhoods.

*MHRA - The Gale Home Housing Project (HOME Affordable Housing Initiative)* - \$650,000 of HOME funds were utilized for the development and adaptive reuse of the Gale Home as a state of the art congregate elderly housing facility. The facility provides thirty-seven assisted living apartments for low and moderate-income elderly individuals. Construction was completed in December of 2004 and the building was fully occupied by the end of March 2005.

*MNHS Renaissance 7 Affordable Housing Project (HOME Affordable Housing Initiative)* – During FY 03-04, \$450,000 of HOME funds were used in conjunction with other funds to finance the purchase of the Straw Mansion and the Uptown Motel. Upon completion, twenty-five units of housing will be created through the adaptive reuse of the Historic Straw Mansion and the Uptown Motel. In addition, eight units of new housing will be constructed on the site. Construction commenced in April 2004 and eighty-five percent of the contract has been completed to date. Construction is behind schedule due to problems associated with the General Contractor. MNHS is hopeful that the project will be completed before the end of September 2005.

*MNHS Renaissance 8 Affordable Housing Project* – For FY 04-05 and FY 05-06, the City has committed \$450,000 of HOME funding for the conversion of the 70,000 square foot mill building located at 415 Silver Street into 65 units of affordable housing. During the last reporting period MNHS continued to work on the predevelopment phase of this project. MNHS is working diligently with the architect and City staff to complete the zoning and planning process. An application for Low Income Housing Tax Credits (LIHTC) has been submitted and a decision is pending. MNHS is currently working on additional funding requests for this project.

*The Way Home - Healthy Home Pilot Program* – During the last reporting period, approximately \$65,000 of CDBG funds were utilized by The Way Home to eliminate lead based paint hazards in 17 units of housing. These activities positively impacted buildings located on Auburn, Cedar, Chestnut, Conant, Harrison, Lincoln, Pearl and Pine Streets.

*Amoskeag Business Incubator* – The Incubator relocated to 33 South Commercial Street on December 29, 2003. They currently have a total of 37 employees, of which 32 were full time and 5 were part time employees.

*Destination Manchester Coordinator* – Utilizing administrative funds to support this position during the last program year has resulted in the development of vacant properties in the Downtown, which in turn has led or will lead to the creation of employment opportunities for Center City residents. Active projects include the development of the riverfront, Manchester Place apartments at the Corner of Bridge and Elm Street, as well as the improvements on Lowell and Kosciuszko Streets. Other projects are described in Strategy 3.

*Highway Dept. - Municipal Infrastructure Improvements* - CDBG funds were utilized for right of way improvements including sidewalk reconstruction, introduction of detectable warning pavers (ADA), utility upgrades, streetscape furniture; installation of illuminated street arches (fiber optic lighting was added to three arches on Stark Street), etc. Work was completed on Kosciuszko and Lowell Streets.

*Highway Dept. - Central Neighborhood Infrastructure Improvements* - Miscellaneous infrastructure improvements including reconstruction of streets and sidewalks, installation of drainpipe, catch basins and manholes, re-setting of curbs, installation of lighting and tree planting. During this reporting period, sections of Merrimack Street (between Elm and Chestnut Streets), Manchester Street (between Maple and Lincoln Streets), Laurel Street (between Maple and Lincoln Streets) and Grove Street (between Pine and Beech Streets) were completed.

*Planning Dept. – Neighborhood Revitalization Program* – During the last reporting period, the Planning Department initiated the process of hiring staff/consultants to draft and implement action strategies in selected neighborhoods.

*Planning Dept. – Housing Rehabilitation Program* - \$100,000 of HOME funds have been budgeted to assist low-income families with the rehabilitation of their homes. To date, the City has developed a program design and drafted the necessary application, contract and loan documents. The City is planning on accepting applications for the program in the fall of 2005.

*Planning Dept. – Lead Hazard Control Grant* – The City continued to utilize Lead Hazard Control Grant funds to eliminate Lead Based Paint Hazards in Manchester's housing stock.

### **Strategy #3 – Central Area Economic Development**

Although the Enterprise Community Grant was successfully closed out in December 2004, the ongoing development of an economically viable Central Business District continues to be a high

priority in the City of Manchester. The creation of worthwhile jobs for central area neighborhoods and the training and education of its residents to properly carry out those jobs is seen as critical in order to make the Central Business District attractive to future business development.

*Elements:*

*Amoskeag Business Incubator* – The Incubator relocated to 33 South Commercial Street on December 29, 2003. As of June 30, 2005 the Incubator had grown to a total of 37 employees, of which 32 were full time and 5 were part time employees.

*Section 108 Loan Program* – Section 108 loan activities that took place during the 2004-2005 reporting period included the development of the Manchester Place Apartments project. Upon completion of the project, the retail space (5500 square feet) and the parking garage will provide jobs for low and moderate-income individuals.

*Destination Manchester Coordinator* – CDBG Administrative funds were used to support this key economic development position. The coordinator served to drive and manage the redevelopment of vacant properties in Downtown Manchester. Significant private investment was leveraged by facilitating development and permit review processes and structuring financial assistance that included CDBG-funded sidewalk and streetscape improvements together with Section 108 construction/mortgage loans.

Active projects include residential development of vacant and underutilized riverfront property adjacent to the City's new baseball park - Fishercats Stadium. A 124-room hotel and 177 units of townhouses and condominiums are under construction. The hotel is scheduled to open in December 2005 while the initial residential units will be available for occupancy in January 2006.

A new apartment building, Manchester Place located on the corner of Bridge and Elm Streets is nearing completion. This HUD and Fannie Mae assisted project will include 200 apartments, 5,500 square feet of ground-level retail services and an attached 300-space parking garage. Initial occupancy is scheduled for November 2005.

New development in the City's planned Gaslight and Commons District is being planned and developers are being recruited. Site planning and engineering of the former site of the Jac-Pac meat packing facility has commenced. In addition, the redevelopment of the City owned Downtown parking lot at Pearl Street is being analyzed. The Destination Coordinator has also participated in strategic planning for the next phase of downtown and central city development. Utilizing administrative funds to support this position during the last program year has resulted in the development of vacant properties in the Downtown, which in turn has led or will lead to the creation of employment opportunities for Center City residents. Active projects include the development of the riverfront, Manchester Place apartments at the Corner of Bridge and Elm Street, as well as the improvements on Lowell and Kosciuszko Streets.

*Highway Dept. - Municipal Infrastructure Improvements* - CDBG funds were utilized for right of way improvements including sidewalk reconstruction, introduction of detectable warning pavers (ADA), utility upgrades, streetscape furniture, installation of illuminated street arches (fiber optic lighting was added to three arches on Stark Street), etc. Work was completed on Kosciuszko and Lowell Streets

*Manchester Economic Development Revolving Loan Fund* – The Manchester Economic Development Department continues to administer the City’s Revolving Loan Fund in an effort to stimulate the economy and create jobs for low and moderate-income individuals. No loans were made during the last reporting period.

*Planning Department Downtown & Economic Strategies* – Consultants have been hired to conduct studies and create strategies for the downtown area long with conducting an economic study of the City.

#### **Strategy #4 Emergency Shelter, Transitional Housing & Strategies for the Homeless**

The City of Manchester works closely with a wide variety of housing and social service agencies providing support for emergency and transitional housing. The Continuum of Care collaboration has proven extremely valuable in coordinating the large variety of services needed to support a large number of individuals and families requiring housing assistance.

##### *Elements:*

*New Horizons for New Hampshire, Inc.* - New Horizons for New Hampshire, Inc. provides services including a Soup Kitchen, Food Pantry and Shelter for homeless individuals and families. Between its main shelter site and Angie’s site, they have a total of one hundred and two (102) beds. Clients at both sites are provided with showers, laundry and temporary storage facilities. An average of one hundred homeless people are provided services nightly in the Shelter during the winter months. In 2005, staff and volunteers distributed 15,848 bags of food to needy individuals and families. New Horizons also offers job skills training and counseling services to its clients. A total of 725 unduplicated clients utilized the shelter services. ESG funds were primarily expended on providing services at Angie’s shelter.

*New Horizons for New Hampshire, Inc. Capital Improvements* - Using CDBG grant/loan funds New Horizons for New Hampshire was able to make much needed repairs to the food pantry roof that had been leaking for a number of years. The roof project was also partially funded with grants from private sources. In addition private funds were used with CDBG funds to resurface the dining room floor that had worn through three layers of coverings to the wood sub-floor. The dining room floor is also used as a sleeping area. Block grant funds were also used to replace the pair of doors at the entrance to the shelter at 199 Manchester Street. The previous doors had been repaired numerous times and would not seal properly nor at times close fully.

*The Way Home Homeless Prevention Tenant Based Assistance, Essential Services* - The Way Home assists low-income families at risk of homelessness obtain decent, affordable housing by providing tenant education, budgeting, advocacy, landlord-tenant negotiations, security deposit

loans and homeless prevention grants. Eligible applicants for The Way Home's services are individuals/families that are low income or at risk of homelessness due to hardship. Many of its clients have housing problems or are seeking to improve their housing situation. People accepted into the program become partners with the agency and are given the opportunity to assist others through the agency's peer support programs. Priority is given to: (1) homeless people that are ready for permanent housing; (2) those who have reduced the risk of homelessness by moving into lower cost housing; and (3) those who are moving out of unsafe conditions. During FY2005, its Security Deposit and rental assistance program helped 452 households obtain permanent housing. Other services and programs offered by The Way Home include the Step to Success Training that assisted 200 households take steps to become financially self-sufficient. Its Housing Counseling Program provided services to 1,182 Households, benefiting 3,064 individuals.

*YWCA Emily's Place* - The Manchester YWCA operates "Emily's Place", an emergency shelter for women and children who are homeless as a result of domestic violence. Emily's Place provides housing and supportive services for up to six women and twelve children at any one time. During the past year Emily's Place housed 62 women and children. The average stay for clients at the Shelter is 30 nights. The Women's Crisis Center, which is part of Emily's Place, provides counseling and rape advocacy services. Professional staff, located in a confidential shelter setting, provide emergency services to all clients.

*Helping Hands Outreach Center* - Helping Hands Outreach Center is a non-denominational outreach and referral service that operates a 28-bed transitional housing program for men in recovery. Helping Hands also operates a counseling center. During the City Fiscal Year 2005, an average of 95 men resided at the Center where they received counseling services from the Center's professional staff. Residents are selected through a referral process designed to assist men who have made the decision to get their lives back on track. The Center is drug and alcohol free. Generally, residents stay between six to nine months while they regain their health, rebuild their self-esteem and find permanent employment. Due to the tight housing market, the time spent in the housing program for the residents has increased from six to nine months. It is the goal of the Helping Hands Outreach Center to provide its clients with the opportunity to lead stable productive lives upon leaving the Center.

*Helping Hands Outreach Center ADA Improvements* -No funds expended this program year.

*Families in Transition [FIT]*-Families in Transition offers a variety of supportive services ranging from crisis intervention to long-term case management for homeless and near-homeless families in Greater Manchester. The program includes transitional housing units where residents receive comprehensive services that include education, occupational training, life-skills and treatment as needed. All services are provided during a period of 18-24 months, which is the normal length of stay. Following successful completion of the program, families are transitioned to permanent housing units in the greater Manchester area. FIT's Transitional Housing services are provided at a number of different housing complexes including Spruce Street Apartments (7 families, 17 individuals), the Amherst Street Housing Complex (10 single women) and the Millyard I & II Apartments (24 families, 70 individuals). The Spruce Street Transitional Housing Program served 20 individuals last year. FIT's Community Supportive Housing Program provides counseling and social services for people on their housing waiting list.

*Families in Transition [FIT] Capital Repairs* – Transitional housing facilities located at 370 Amherst Street and 194 Spruce Street were improved benefiting fourteen low-income households. Improvement included interior and exterior painting, roof replacement and flooring upgrades at Amherst Street as well as porch replacement at Spruce Street.

*Child & Family Services Runaway and Homeless Youth* – Child and Family Services provide crisis intervention for runaway homeless youth and those at risk of running away. Street Outreach works with an average of 366 youth per month (522 in June of this year.) As part of the transitional living program youth may stay in their housing program for up to 18 months. 21 youths were placed in the transitional living program this reporting period and two youths were placed in host homes.

*Manchester Emergency Housing Operations* - Manchester Emergency Housing provides emergency housing for the City's families whom are homeless. Between 2004 and 2005 the shelter provided housing for 162 individuals and families.

*Manchester Emergency Housing Capital Improvements* – Manchester Emergency Housing used the funds to replace radiant baseboard heaters throughout the house. Funds were also used to replace an aged 275-gallon oil tank along with safety lights on the Northeast side of the facility.

### **Strategy #5 - Homeownership & Affordable Housing Strategies**

Success with this strategy will also help the City attain the objectives of Strategy #1 in that the following elements by design occur in the inner city thereby serving a dual purpose.

#### *Elements:*

*MNHS Operational Assistance – Neighborworks Homeownership Center* - MNHS Operational Assistance – Neighborworks Homeownership Center - HOME funds were provided to a MNHS staff person responsible for facilitating the homebuyer-counseling program. 403 unduplicated individuals were counseled of which 106 became homeowners. Low or moderate-income families purchased 74 of the homes.

*MNHS Homebuyer Assistance - Homeownership Program* - provision of down-payment / closing cost assistance to low and moderate income City residents that would otherwise be unable to purchase a home. During the reporting period, eleven families received down payment and closing cost assistance to purchase homes through, ADDI, HOME and the Affordable Housing Trust Funds. The City has committed \$500,000 of funding for this program over the past two years. To date, \$73,848 of 05 ADDI funding has not been expended. It is anticipated that the balance of funds will be utilized before the end of the summer.

*MNHS Renaissance 7 Affordable Housing Project* – MNHS continues to work on the development of the Straw Mansion and the Uptown Motel. Construction has been substantially completed and all three buildings are scheduled to be occupied before the end of September 2005.

*MNHS Renaissance 8 Affordable Housing Project* – During the past year, MNHS continued to work on the predevelopment phase of this project.

*MHRA - The Gale Home Housing Project (HOME Affordable Housing Initiative)* - \$650,000 of HOME funds to be utilized for the development and adaptive reuse of the Gale Home as a state of the art congregate elderly housing facility. As previously mentioned, the Gale Home was completed during the last reporting period.

*The Way Home Healthy Home Pilot Program* – To supplement \$895,725 of HUD Lead Hazard Control Grant funds, the City of Manchester committed a total of \$130,000 of CDBG funds to The Way Home Healthy Home Pilot Program. As a result of program activities during the last reporting period 17 housing units have been made lead safe.

NH Legal Assistance Fair Housing Program – CDBG funds were utilized to hold a series of educational forums and distribute a multi-lingual brochure on fair housing and landlord/tenant laws. Over 700 brochures have been distributed and 110 people attended the forums. The organization also trained 5 individuals to become Fair Housing Testers. The testers engage in fair housing testing initiatives designed by the staff. In addition to these activities, this organization advocates for individuals who have been victimized by housing discrimination. During the last program year NH legal assistance received complaints of discrimination from 15 individuals.

*Old Wellington Road Apartments Project* – \$1,000,000 of city funding consisting of \$111,997 of HOME funds and \$888,003 of Affordable Housing Trust funds are being used to construct 90 units of affordable multi-family housing on Old Wellington Road. During the last reporting period, contracts were awarded and construction commenced. Currently, 30 units of housing are occupied and the remaining 60 units will be occupied before the end of September.

*Families In Transition Second Street Family Mill Project* – \$600,000 of City funding (\$250,000 HOME, \$350,000 Affordable Housing Trust Funds) was used in conjunction with \$8,517,084 of other funding to successfully convert existing vacant mill space into 33 units of affordable housing.

*Planning Dept. – Housing Rehabilitation Program* - \$100,000 of HOME funds have been budgeted to assist low-income families with the rehabilitation of their homes. No program funds have been expended to date as the program is scheduled to start early this fall.

#### **Strategy #6 Improving Universal Accessibility in Public Facilities**

Implementation of a team approach that enlists the efforts of City Departments and members of the disabled community of Manchester, as appropriate, to identify and address the City's ADA (Americans with Disabilities Act) Compliance needs.

##### *Elements:*

*Planning Dept. - ADA Compliance City Building Improvements* - During the past year CDBG funds were used to complete the following activities:

1. \$40,000 of CDBG funds was used to install universally accessible playground equipment at Sheridan-Emmett Park.
2. \$15,395 of CDBG funds was used to update elevator controls and entryways for ADA compliance at the Manchester Mental Health facilities located at 1555 Elm Street and 401 Cypress Street.
3. \$73,807 of CDBG funding was used to complete ADA access improvements at the Green Acres Elementary School. The improvements included retrofitting bathrooms, universally accessible signage and the installation of a fire alarm system.
4. \$137,835 of CDBG was used to carry out the installation of new cab and new control/switching panel at the Manchester Police Department.
5. \$90,000 of CDBG funding was used to purchase an elevator cab for the Manchester Senior Center.
6. CDBG funding totaling \$1,500 was used to install a pipe railing on the concrete ramp at the Conant Street entrance to the West High School.

*Highway Dept. - Infrastructure ADA Access Improvements* – CDBG funds were used to provide for access by the disabled to various areas throughout the City. Sidewalk reconstruction in the neighborhood of West High School, on Notre Dame Avenue between Conant and Hecker Street, included the construction of 6 curb cuts with tactile warning surfaces. Deteriorating condition of pavement and complaints from disabled residents resulted in reconstructed sidewalks at Franklin Street, Middle Street, and West Merrimack Streets in the vicinity of Catholic Charities (a/k/a the Carpenter Senior Center.) Three curb cuts with tactile warning panels were included in this project. In addition sidewalks were reconstructed on the North side of Weston Road between South Jewett Street and South Porter Street and the West Side of South Porter Street between Weston Road and the most Northerly entrance to Memorial High School. This work involved the improvement of 4700 linear feet of sidewalk and the installation of two universally accessible ramps with warning tactile surfaces. 89 curb cuts with tactile surfaces were constructed on one side of South Willow Street to allow access from Maple Street to the I-293 overpass, Chestnut, Pine and Union Streets, between Bridge Street and Brook Street, ramps surrounding Victory Garage and other miscellaneous locations as requested by wheelchair users.

*Highway Dept. - Municipal Infrastructure Improvements* – CDBG funding totaling \$25,000 was used to complete 1830 square feet of universally accessible ramps and curb cuts on Lowell Street.

*Manchester Transit Authority – ADA Lift Vans* – Funds were used to purchase 2 ADA accessible vans to assist the disabled in the City.

*Human Resources - ADA Training Coordinator* – CDBG funds were utilized to support the City staff time necessary to provide ADA training and technical assistance.

### **Strategy #7 Recreation**

The recreational and open space areas of the City are a vital part of the community and contribute to the quality of life that attracts new families as well as businesses. Throughout the City there are a number of selected areas that need new or expanded park and recreation



facilities. Due to the City's limited resources, facilities and programs that are heavily used and in need of repair are given priority. The attention to such facilities and programs in CDBG eligible areas has been accomplished through the expenditure of a significant portion of the City's entitlement grant.

The extensive community-wide park system in the City is supplemented by a wide variety of recreational programs primarily for the youth in the City. These are operated not only by the City but by a number of non-profit organizations as well.

*Elements:*

*Parks & Rec. - Downtown Park Rehabilitation Project* – \$86,000 of CDBG funds was utilized to install lighting at Bronstein Park.

*Parks & Rec. - Project Greenstreets* – To promote green space in the City, a total of 77 trees were planted through out the City along public right of ways and in parks located in low-income neighborhoods.

*Parks & Rec. - Youth Recreation Activities* – CDBG funds used to provide organized after school youth recreation programs for inner city children. As a result of last year's programs, 181 low and moderate-income children were served at two City locations.

*Parks & Rec. - Fun in the Sun Program* – CDBG funds supported the operation of summer recreation and enrichment program providing services to 328 low and moderate income inner city youth.

*Parks & Rec. – Parks and Recreation Master Plan* - Peter J. Smith & Co. has been hired by the Parks, Recreation & Cemetery Dept. to conduct an inventory of existing facilities and programs, evaluate current trends, coordinate several public outreach meetings and provide recommendations for new recreational facilities and programs.

*MHRA Youth Recreation* - Funds used to provide organized after school youth recreation programs for inner city and housing authority children. As a result of last year's programs, 189 low and moderate-income children were served at two City locations.

## **Strategy #8 Education**

Education has been one of the top issues in Manchester in terms of both quality of facilities and of the education itself. HUD funding is limited to certain ADA improvements in schools as well as certain inner city school site improvements. See Strategy 9.

*Elements:*

*Manchester School District – Clem Lemire Memorial H.S. Athletic Complex* – Improvements to include a new synthetic field, 400-meter running track, stadium bleachers, sports lighting and support buildings. \$4,400,000 of city bonds are being utilized for this project.

*Manchester School District Projects* – \$10,600,000 of federal funding and City bonding is being utilized to improve various school facilities in the City.

*Planning - ADA Access Improvements in City Buildings* – Accessibility improvements to various buildings in the City. During the past year CDBG funds were used to complete the retrofitting of facilities at Green Acres Elementary School and West High School.

*Health Department School Based Dental Health Services* – State funding was used to provide school based dental services.

### **Strategy #9 Infrastructure Improvements**

This strategy involves a planned program that provides for adequate maintenance, appropriate improvements and necessary expansion of the City's infrastructure. It is viewed as vital to maintaining the City's physical and financial integrity. Systemic identification and resolution of infrastructure deficiencies using CDBG funds in the low-income neighborhoods ensures that these City residents will not be unfairly burdened by the costs associated with these improvements. The multi-year Community Improvement Plan addresses infrastructure needs in a prioritized manner that sequences the improvements so as not to unduly burden the residents in these neighborhoods. Generally, it is the residents in these neighborhoods that are the least able to afford such improvements were they to be accomplished with tax generated funding. During the past year activities and projects addressing this strategy included the following:

Elements:

*Highway Dept. - Infrastructure ADA Access Improvements* – CDBG funds were used to provide for access by the disabled to various areas throughout the City. Sidewalk reconstruction and installation of universally accessible ramps as described in Strategy #6.

*Highway Dept. - Central Neighborhood Infrastructure Improvements* – Miscellaneous infrastructure improvements including reconstruction of streets and sidewalks, installation of drainpipe, catch basins and manholes, re-setting of curbs, installation of lighting and tree planting. During the FY 04-05 reporting period, sections of Merrimack street (between Elm and Chestnut Streets), Manchester Street (between Maple and Lincoln Streets) Laurel Street (between Maple and Lincoln Streets) and Grove Street (between Pine and Beech Streets) was completed. Street lighting was also installed on Bell and Central Streets. Arch lighting was installed on Stark Street. New traffic signal poles, lights, mast arms and related equipment were installed at the intersection of Lake Avenue and Union Street. \$608,551 of CDBG funds were used to complete the previously described improvements.

*Highway Dept. - Municipal Infrastructure Improvements* – CDBG funds totaling \$308,301 were used to make comprehensive improvements to Lowell Street extending 200 feet from Elm Street. Improvements were also made to Kosciuszko Street extending 100 feet from Lowell Street. The project included sidewalk reconstruction, introduction of detectable warning pavers (ADA), utility upgrades, streetscape furniture and the fabrication and installation of an illuminated street arch.

*Highway Dept. - Sidewalk Discretionary* – CDBG funds utilized for the construction or reconstruction of sidewalks in income eligible neighborhoods. A sidewalk accessibility project for curb cuts was undertaken in response to the Access Manchester Committee's report on requests from wheelchair bound residents. Ramps around the Victory Garage and sidewalk reconstruction in sections of Notre Dame Avenue, Franklin, Chestnut, Pine and Union Streets as well as at other miscellaneous sites was carried out during this reporting period. Miscellaneous sites included sidewalks and ramps at the Senior Center. As a part of these efforts, \$61,570 of CDBG funds were used to reconstruct 1170 square yards of asphalt sidewalk, 480 square yards of cement concrete sidewalks, the removal and resetting of 250 lineal feet of granite curbing and the construction of pedestrian 17 curb cuts with tactile warning surfaces.

*Downtown Parks Improvements* – Bronstein Park – 4 Amoskeag light poles were installed at Bronstein Park. Completion of rehab work was not completed at time of Kalivas/Pulaski parks due to budgetary constraints.

### **Strategy #10 Economic Development**

The City of Manchester has continued to emphasize economic development initiatives by providing CDBG and Section 108 Loan funds as investment incentives. In addition, the City has invested local funds to implement major infrastructure projects designed to stimulate the economy. Section 108 Loan activities included the construction of Manchester Place. CDBG funding continues to support the operation of the Manchester Economic Development Revolving Loan Program, the Amoskeag Small Business Incubator and the Intown Manchester Building Improvement Program. Locally funded initiatives include the development of the Hands Across the Merrimack pedestrian bridge, Intown Manchester Summer Concert Series, Intown Manchester Holiday Lighting and the reconstruction of the Granite Street Gateway Corridor.

#### ***Elements:***

*Amoskeag Small Business Incubator* - As previously mentioned in strategies 1 and 3, the business incubator was quite successful last year. As of June 30, 2004 the Incubator had grown to a total of 37 employees, of which 32 were full time and 5 were part time.

*Manchester Economic Development Revolving Loan Fund* – The Manchester Economic Development Department continues to administer the City's Revolving Loan Fund in an effort to stimulate the economy and create jobs for low and moderate-income individuals.

*Destination Manchester Coordinator* – Utilizing administrative funds to support this position during the last program year has resulted in the development of vacant properties in the Downtown, which in turn has led or will lead to the creation of employment opportunities for Center City residents. Active projects include the development of the riverfront, Manchester Place apartments at the Corner of Bridge and Elm Street, as well as the improvements on Lowell and Kosciuszko Streets.

*Highway Dept. - Municipal Infrastructure Improvements* – See Strategy 9

*Manchester Community Resource Center Employment Training Program* – MCRC has continued to offer its popular industry specific job training programs. This reporting period, 24 low-income adults have successfully completed job training in the following areas: Pharmacy Technician – 6 trainees; Office Assistant –8 trainees; Personal Care Attendant –8 trainees. MCRC successfully placed 67 clients in employment in the first four months of the reporting period. A revised job readiness and tracking system designed to place greater personal responsibility on individuals in their job search resulted in the absence of placement/hiring data for the remainder of the reporting period. Barriers to employment continue to be addressed through ESOL, computer classes and GED preparation.

### **Strategy #11 Airport Improvements**

Even though HUD funds were not utilized during the last program year, reinvestment in the Manchester Airport has continued and the facility is quickly becoming one of the premier flying destinations in New England.

The Federal Aviation Administration (FAA) is constructing a new 165-foot air traffic control tower at Manchester Airport. The new tower will cost \$7.8 million and will be over twice as tall as the existing tower and is scheduled to be completed in April 2006. Manchester Airport opened its new, 75,000 square foot passenger terminal addition on February 19, 2004. Manchester Airport has reopened its main runway, Runway 17-35, after completing a major reconstruction and extension program. The main runway is now 9,250 feet. The airport's secondary runway, Runway 06-24 has already been reconstructed and extended to 7,000 feet. Recently, Manchester Airport completed several facility and infrastructure improvement projects. To date, over 800 eligible homes located in neighborhoods surrounding the airport have received sound insulation modifications. Improvements to homes may include: replacing existing windows with double-pane acoustical window units; replacing existing exterior doors with 1 3/4" solid-core doors; wall and ceiling modifications; extra layers of insulation in attics and crawl spaces; and central air conditioning. The City of Manchester has received approximately \$30 million dedicated to the Manchester Airport Residential Sound Insulation Program. The Manchester Airport Property Acquisition Program is a voluntary program designed to give homeowners located within or adjacent to the airport's runway protection zone (RPZ) the opportunity to sell their homes. The FAA has identified 107 homes eligible for participation in this program. To date, over 85 area homeowners have accepted the airport's offer for purchase of their home. Several more homes are in various stages of appraisal or acquisition. The goal of this voluntary program is to work with each and every eligible homeowner interested in relocating from within the airport's RPZ. Manchester Airport recently opened its new airport entrance road. This new multi-lane roadway further improves traffic flow and improves overall access to the airport. The new airport entrance road design also includes a connecting point for the NHDOT Airport Access Road project. NHDOT continues to move forward with the Airport Access Road project connecting Manchester Airport to the F.E. Everett Turnpike. NHDOT officials hope to have the new road open in 2009.

### **Strategy # 12 Tools for Governing**

Effective management of community development activities is critical to efficient and effective delivery of services and facilities.

*Elements:*

*Planning Dept. - CIP Administration* – Management of the CDBG, Section 108 Loan Program, ESG, ADDI and HOME Entitlement Programs, including CIP Staff, partial other Planning Department staff, partial Destination Manchester Coordinator, partial ADA Coordinator and partial Federal/State Resource Originator.

*Planning Dept. - Community Development Initiatives* - Consultant Support to Planning Department, utilization of Consultants to conduct studies and analyses that cannot be accomplished by the Planning Department staff.

*Human Resources – ADA Training Coordinator* - CDBG funds were utilized to support the City staff time necessary to provide ADA training and technical assistance.

*Planning Dept. Masterplan update* – No funds have been expended this reporting period.

*Planning Dept. Special Projects Planner* – No funds have been expended this reporting period.

**Strategy # 13 Public Safety**

The Public Safety component of the Consolidated Plan primarily includes the facilities associated with safety but also to some extent special safety programs. In light of the ever-present threat of acts of terrorism, public safety cannot be ignored.

*Elements:*

*Health Dept. - Center City Disease Prevention - Health Dept. - Center City Disease Prevention*  
The “Heads Up” program, a pediculosis (head lice) prevention project for center city families that is based on an innovated peer education model, continued to operate in FY 2005. During the 2004 -2005 school year as well as screenings for summer camp through Child Youth Services and home visits, 11,314 children were screened for head lice. 189 children were treated for head lice. In addition to this program, the Health Department contracted with a nutritionist to provide a variety of nutrition education programs to the Manchester Center City school children. 3400 school children and their families benefited as a result of these programs.

**1B. AFFIRMATIVELY FURTHERING FAIR HOUSING**

In accordance with the requirements of Section 570.601(b) and as part of the City’s Consolidated Plan, the City annually conducts an analysis to identify any impediments to fair housing that may exist in the City, and in particular, within its own Housing Program. The analysis includes a review of pertinent City policies, practices, and procedures resulting in the development of a plan of action to eliminate or ameliorate identified conditions that limit fair housing choice. Information for this analysis is obtained through contact with various State, Federal, and Local Housing and Human Rights organizations that the City regularly interacts with and, in some

instances, also funds. Such organizations include the New Hampshire Commission for Human Rights, NH Legal Assistance, Legal Advice and Referral Center (LARC), Child and Family Services, The HUD Office of Fair Housing and Equal Opportunity, Manchester Housing and Redevelopment Authority, New Hampshire Governor's Commission on Disability, New Hampshire Housing Finance Authority, New Hampshire Legal Assistance Fair Housing Project, New Hampshire *pro bono* Program through the State Bar, Manchester Neighborhood Housing Services, Inc. and The Way Home.

Through contact with these diverse groups the City is confident it has obtained a realistic and up to date awareness from the governmental officials, area housing service providers, tenant groups and landlords of the fair housing issues presently existing in Manchester.

Although the City is continuing its efforts to eradicate impediments to fair housing by providing wide-ranging public services, economic opportunities and housing programs, the continued strong housing market has made this proposition difficult. The recent softening of the housing market has helped a little to alleviate the potential for housing discrimination among lower income groups, but competition for inner city and more affordable units remains high. As of this time, the softening of the market has been restricted primarily to higher end units where rents are more comparable to mortgage rates for first time homebuyers. This is an issue because many members of protected class groups are disproportionately represented among the lowest economic strata of our City.

Indications remain that landlords continue to be selective in their choice of tenants. Given this current housing market, decent and affordable housing continues to be difficult to find, particularly for the very low income, large families and for the many recent non-English speaking immigrants/refugees. With the market strong landlords are more selective and prefer taking tenants that pay cash up front instead of those individuals with Section 8 vouchers. In New Hampshire, landlords can refuse to accept Section 8 vouchers or decline to rent to households that receive public benefits such as TANF or Social Security Benefits. Lack of protection from source of income discrimination places the poorest New Hampshire residents at increase risk of homelessness, and often restricts housing choices.

This problem exists despite the efforts made by the City and the various non-profit housing developers in the creation of decent affordable housing. Although the City's various programs have had significant impacts on the inner city neighborhoods, the number of quality housing units created over the past eight years remains insufficient given the overall number of units existing in the City and the overall housing needs of its poorest citizens.

For the period July 1, 2004 – June 30, 2005, Chris Wellington of the New Hampshire Legal Assistance Fair Housing Project reported that they had received 15 housing discrimination complaints, down from 25 the year before but similar to 14 the year before that. The cases often involved overlapping acts of discrimination (for example, discrimination on the basis of mental and physical handicap), and included 4 instances where the discrimination was based primarily on mental disability, 3 for race, 2 physical disability, 1 familial status, 1 marital status, 1 national origin, 1 religion, 1 sex, and 1 sexual orientation. Of the complaints, while 6 were found to be inconclusive or did not support the allegation, there was 1 case that was referred, 1 client who was provided counsel and advice and 1 based on race which is pending.

The HUD Office of Fair Housing and Equal Opportunity reported 0 fair housing complaints for the City of Manchester between July 1, 2004 – June 30, 2005.

The Manchester Housing and Redevelopment Authority, similarly reported that the agency received a number of calls on fair housing issues. However, none of the calls resulted in fair housing complaints.

Katharine A. Daly, Executive Director of the New Hampshire Commission for Human Rights, reported that in the past year “there have been no cases filed in which a responding party was located in the greater Manchester area.”

In addition to documenting the housing discrimination complaints that were filed, the City has solicited comments on the impediments to fair housing in Manchester from local service providers and housing developers. A synopsis of their comments follows:

Stacey Lazzar of Child and Family Services (CFS) who manages the Runaway & Homeless Youth Program and Gale Starr who serves as the Teen Program Director said:

“Teen Resource Center at CFS serves homeless youth, primarily between the ages of 18-22. These youth often have trouble getting into and staying in apartments for a variety of reasons that include limited financial resources, negative or non-existent landlord references and poor budgeting skills. Of course, residents of our program can use us as a reference, but many landlords continue to want more. If an 18-year-old has never signed a lease before, and landlord tells them they need a previous landlord to complete an application, this is a very effective way to discriminate against youth.”

“A continuing problem is the credit history of the individual and their parents. The "Landlord Connection" is a resource used by New Hampshire landlords to serve as a ‘quick-check’ on potential renters to see if they have a good rental history. Teens may be listed as having been tenants in an apartment with a delinquent account, even if it was their parent’s apartment.”

Kathleen Moran of The New Hampshire Housing Finance Authority (NHHFA) provided data showing that based on their survey of apartments listed for rent last year in Manchester, there were a total of 308 vacancies in their survey population for our City out of a total of 2,869 units surveyed. According to Bill Ray, Director of Policy and Planning at NHHFA, the data his organization collects is based on public advertisements of available rental units and is performed as a telephone survey of property owners and managers. The survey does not include subsidized units or section 8 properties. Of the properties included in the survey, the Vacancy Rate of Rental Housing Units overall in Manchester this year is 4.2%. This figure is somewhat more conservative than the 7%-8% reported by various property managers in town.

Robert Tourigny, Executive Director at Manchester Neighborhood Housing Services stated the following:

“Rental housing costs in Manchester have been subject to recent increases. From the 2000 to 2005 period, median rents have increased nearly 30% from \$819 to \$1,037 per month for a two-

bedroom unit. While costs are up, overall vacancy rates in town continue to range between 4.5% - 5%. This statistic, however, does not reflect the discrepancy in incomes. MNHS owns 176 units with rents targeted toward families earning below 50% of the area median income. Their properties presently have a 1% vacancy. Typical waiting lists for their 2 and 3-bedroom units range from 6-10 months. The turnover in 1-bedroom units is so low (and MNHS has so few of them) that the waiting period for those is extremely long. From the beginning of the application process to getting into an apartment takes approximately 1 year. Their current waiting list for all nine of their properties includes more than 200 families, despite the fact that MNHS does not advertise vacancies at all. Since the turnover rate at MNHS is only 10%-15% a year, many of these families will have to find another source of housing.”

“The cost trends are even more drastic for ownership housing. During the 2000 to 2004 period, the median selling prices for homes in the Manchester PMSA increased 75%, from \$125,933 to \$221,000. There are currently no real estate listings in the city of Manchester that are affordable to buyers earning less than 60% of the area median income.”

“A better sense can be gained by looking at what families need to earn and what they can afford:

- A four person household earning 30% of median income can afford only \$523 a month in rent and utilities;
- A four person household earning 50% of median income can afford only \$873 a month in rent and utilities;
- Someone earning the minimum wage would have to work 164 hours a week to afford the median rent for a two-bedroom.
- A family needs an annual income of \$67,000 with a down payment of \$6,639 to buy a median priced home.”

Meghan Brady, Executive Director of St. Joseph Community Services, Inc. which operates Meals on Wheels and Congregate Dining sites in the community offered the following comments:

“Cost remains an issue for our elderly citizens on fixed incomes. They often pay more in property taxes than they did for their homes.”

Dianne Pitts, of the Housing Counseling Staff of the Way Home identified the following comments on impediments to fair housing:

1. Previous evictions - may be due to high rents and very low income. The rents keep increasing, but the income that people are earning does not increase.
2. Too many children - this is clearly discriminatory.
3. Criminal history - everyone deserves a second chance and we have seen people who have a criminal record that was acquired in their youth and twenty years later with no added charges they are still being held back. Also people with addictions, if they have clearly worked with a program and completed it and continued to be drug free they too deserve a second chance. We need to think about the children also.



4. Credit history - due to divorce or medical issues, not due to credit cards.
5. Lack of housing history - this pertains to people who:
  - have always lived with someone else due to affordability.
  - people who have owned their own home and now find themselves going through divorce or separation and have no rental history.
  - the young adults that are trying to move out of their parent's house.
6. Language Barriers – Interpreters
  - Not enough.
  - Too expensive.
  - Refugees and immigrants do not understand housing programs and what might lead to increases and decreases in their portion of the rent.
  - A solution to this could be that housing staff hires interpreters and provide mandatory workshops to all clients of that culture and language.
7. Some landlords, fearing child lead contamination are not renting to families or pregnant women. Due to the age of many of the affordable housing units in Manchester, there seems to be an increase in elevated lead levels in children. We need more and better communication with landlords so that we can move families to lead free housing while their original apartments are being made lead free. This communication would be made easier with more and better education for landlords on the lead paint problems and how they are affecting children.
8. We need public transportation for those people working second and third shifts. One solution might be to use shuttles instead of the large buses.
9. Lack of budgeting skills is an obstacle for some people who have the resources to afford an apartment, but have not been educated in money management. There needs to be a resource for these people to learn these skills.
10. Affordable and available day care. There is nothing for second and third shifts and weekends and this limits employment options.
11. There is a lack of housing for those people with mental illness. Landlords are reluctant to rent to these people, most of who are not a danger to themselves or others and have the skills to take care of themselves and their home.
12. Landlords should be concentrating more on past rental history rather than credit checks when considering a prospective tenant. Most people will pay their rent before paying their credit card bills.

As long as there is a significant demand for housing and Manchester is a host city for an increasing number of minorities and political refugees, cases of discrimination will continue to

occur. A strong rental market gives landlords the ability to pick and choose the tenants whom they feel are best suited for their apartments. As a result, political refugees, minorities, large families, and groups with special needs are at risk for discrimination. The simple fact that organizations like New Hampshire Legal Assistance and HUD continue to receive housing complaints annually indicates that there are impediments that need to be addressed.

In response to the impediments which have been cited in this document, the City will continue to support advocacy organizations and affordable housing developers such as New Hampshire Legal Assistance, the Latin American Center, the International Institute, Manchester Neighborhood Housing Services, The Way Home, and Families In Transition. Funding will be provided as a part of the Community Improvement Program to finance housing education programs and to assist individuals who are being discriminated against. In addition to assisting the individuals most likely to be directly impacted by discrimination, the City will work to eliminate economic impediments that minimize fair housing opportunities. The City's Community Improvement Program will continue to include projects and programs that will provide Manchester's poorest residents with housing and the following services, health care, job training, transportation, day care and secondary education. All of these initiatives serve to impact on these other impediments to fair housing and create opportunities for equal access to and improved housing choice.

In addition, the Action Strategy for Housing developed by the Manchester Task Force on Housing will be utilized as an ongoing tool to remove barriers restricting access to fair housing in the community.

**The City of Manchester, NH certifies that it will affirmatively further fair housing in accordance with the Fair Housing Act (42 USC 3601-20) and as required by the Entitlement Grant Regulations for the Community Development Block Grant Program, specifically Section 570.601 (b).**

#### **1C. AFFORDABLE HOUSING**

Due to economic conditions and the addition of new affordable housing units (100 HUD funded units completed FY 04-05 Reporting Period) vacancy rates in the City have continued to increase. Over the past reporting period, vacancy rates for apartment units have increased from 5% to 8%. Unfortunately increased vacancy rates have not resulted in decreased rents. According to the rental survey that was conducted by the New Hampshire Housing Finance Authority in 2004, the average rent for a two-bedroom apartment in Manchester was \$1,036/month. This represents a 55% increase since 1995 (average rent for a two-bedroom apartment in 1995 was \$573/month). According to the 2000 census data, 34% of the households occupying rental units are still paying in excess of 30% of their income on rental housing. 26% of those households are paying in excess of 35% of their income on gross rent. It is also important to note that a significant number of rental units are being lost to condo conversions. Local property managers are also attributing increased vacancy rates to the availability of new high-end market rate units. Due to the high cost of rental housing in the City, the availability of work force housing continues to be a problem for low and moderate-income families in Manchester. Manchester Neighborhood Housing Services and the Manchester Housing and Redevelopment Authority both maintain extensive waiting lists ( MNHS – 200 families, MHRA

– 5000 families) for available affordable housing units. The waiting period for affordable apartments may be as long as three years. The vacancy rates for these two organizations are less than 1%. The extensive waiting lists of these two agencies indicate a significant demand for housing that is affordable in accordance with H.U.D. standards. As has been reported in previous Action Plans and CAPERs, the City continues to produce affordable housing on an annual basis in an effort to meet the needs of low-income families. In addition to the production of units, the City continues to work on the implementation of Affordable Housing Task Force policies and strategies that will increase the number of affordable housing units in Manchester. The City is currently completing the construction of 90 units of affordable housing on a parcel of land located on Old Wellington Road. Manchester is also continuing to take advantage of the adaptive reuse of Historic Mill Space. Families In Transition completed the renovation of the Crafts & Green Shoe factory located on Second Street resulting in the creation of 33 units of housing as well as retail space to house Family OutFitters. Manchester Neighborhood Housing Services is working on completing the construction of the Straw Mansion project (33 units of rental housing) and the development of the Silver Street Mill Complex (65 units of rental housing). In addition to affordable housing, 200 units of housing are being constructed at the corner of Bridge and Elm Street and another 177 units of housing are being built along the riverfront. The City has continued to commit HOME and CDBG funding as a part of the Community Improvement Program to create additional affordable housing opportunities in the Community and FY 2004-2005 was no exception.

During the past reporting period, the production of new rental units and homeownership opportunities has been successful in accordance with the City's five-year plan. The progress made toward attainment of these goals has been the result of a collaborative effort between the City, local non-profit housing developers and the State of New Hampshire Housing Finance Authority.

**For incomes 0-30% of MFI:** A total of 56 rental households received assistance in the form of security deposits or tenant assistance through the program operated by the Way Home. Ten of the assisted living units at the Gale Home are occupied by very low-income households. Thirty units of housing constructed as a result of the Family Mill project at Second Street will benefit very low-income households. The Straw Mansion project will create 6 units of housing for very low-income households. 40 individuals attending Neighborworks Homeownership counseling. One home acquired as a part of the MNHS Homebuyer Assistance Program is occupied by very low-income households. Lead Hazard Control activities completed by The Way Home benefited 14 very low-income households. The City must continue to encourage non-profit focus on this income range.

**For incomes 31-50% of MFI:** Eighty-nine individuals received counseling through the Neighborworks Homeownership Center. 22 of the Old Wellington Road Apartment units will benefit households in this income range. The development and completion of the MNHS Straw Mansion project will result in affordable housing for 13 low-income families. Five homes acquired as a part of the MNHS Homebuyer Assistance Program are occupied by low-income households. Upon completion of the renovation of the Gale Home, 13 assisted living units will benefit low-income seniors. The Family Mill at Second Street includes 1 unit occupied by low-income families. Eighteen households in this income range received assistance in the form of security deposits or tenant assistance. The Way Home's removal of lead based paint in one

apartment positively impacted one low-income family.

**For incomes 51-80% of MFI:** The level of assistance provided to households in this category is far below the combined assistance provided to households in the other two income levels. Eighty- Two individuals received counseling through the Neighborworks Homeownership center, while five moderate income homeowners were assisted as a part of the MNHS Homebuyer Assistance Program. The Family Mill at Second Street benefited 2 families in this income range. The completion of the Gale Home resulted in the creation of 14 assisted living units for moderate-income seniors. The Straw Mansion project will create 14 units of affordable housing for moderate-income families. The Old Wellington Road Apartment Project will provide 68 units of quality affordable housing to moderate-income families. Lead abatement activities completed as a part of The Way Home's Healthy Home Pilot program resulted in the creation of one lead safe apartment.

### Section 215

With a total of 204 housing opportunities (193 rental units and 11 home ownership units) created during the past reporting period, 204 or 100% meet the section 215 criteria.

### Accessibility Needs

Information gathered during the development of the Consolidated Plan indicated that approximately 5% of the City's total population had some type of mobility impairment. Discussions with various organizations involved with the needs of persons with disabilities such as the Granite State Independent Living Foundation represented a need for additional affordable universally accessible units. In response, the City has encouraged the construction of universally accessible units in all of the affordable housing development projects it has supported and has ensured that such units are built at a minimum in accordance with HUD requirements. During the recent modernization of its public housing units, the Manchester Housing and Redevelopment Authority has also been adding additional accessible units to accommodate this identified need.

The Manchester Housing and Redevelopment Authority's waiting list identified over 19% (569 of 2995 of applications) of the persons on the list as being disabled while in 2004 the waiting list identified 11% of the families on the list requiring an accessible unit.

The increase in the number of individuals on the waiting list can be attributed to the increasing number of elderly population in the City, the rising cost of rent and greater awareness among handicap individuals and landlords.

The City of Manchester's ADA Coordinator continues to work with City departments, businesses, non-profits and developers to ensure universal access for all individuals. Information has been provided on the Americans with Disabilities Act and its application to housing. Disabled individuals have been informed of their rights pertaining to accessible housing units and the requirements placed on affordable (both for profit and nonprofit) housing developers to construct such units. The City strongly encourages such units to be constructed above and beyond the HUD mandates. Due to the efforts of housing developers and accessibility advocates, new universally accessible units are being produced and a network has been established to place individuals or families in those units.

The City also provides funds to New Hampshire Legal Assistance for Fair Housing workshops that also educate the public as to their rights and the responsibilities of housing providers such as the MHRA to provide accessible housing.

### Summary

The City is aware of housing issues that affect all Manchester citizens. The addition of new market rate apartments in the City has provided higher income families with the opportunity to move into new units, resulting in the vacancy of older units. As a result, the vacancy rate in the City has increased and the rents for market rate apartments have stabilized. Unfortunately, those citizens with lower and middle incomes continue to expend greater than thirty percent of their income on housing. The lack of affordable housing also impacts on the City's economic growth, the resulting tax base increase and increase in job opportunities, all of which ultimately impact on the City's ability to assist its low and moderate income citizens

### **1D. MANCHESTER CONTINUUM OF CARE**

Since its inception in 1994, *Manchester Continuum of Care (MCoC)* has been working on an ongoing basis to evaluate the level and variety of needs in the community and to respond to them by linking the appropriate services in order to fill those needs. The *MCoC* statement of purpose from the updated 1998 Continuum of Care clearly states their objective: “*MCoC* exists to enable the homeless access to the best seamless continuum of care providing unity to Manchester's homeless providers. To assure the availability of homeless services now and in the future. To promote collaborative efforts between homeless providers in the funding, design and implementations of programs for Manchester's Homeless. To advocate for homeless to the private sector as well as local, state and federal agencies.”

During the Program Year, there were several accomplishments and priorities established, along with 6 programs created or renewed and submitted for federal funding through the Dept. of Housing and Urban Development's SuperNOFA. All projects are in response to the Gaps Analysis and have been linked to other complimentary services and programs to cover all those in need of a variety of services. The projects are as follows:

**Project # 1 – The Way Home:** Your Way Home is a new permanent housing program that will provide permanent housing for chronically homeless individuals. The project will consist of three one-bedroom and one studio unit to be leased as permanent rental housing.

**Project # 2 – Helping Hands:** Helping Hands Safe Haven is a new project that will provide the stability of residence to chronically homeless men who have difficulty adapting to a traditional shelter. The facility will provide four chronically homeless men with a private bedroom and a shared kitchen, living area and bathrooms. The facility will have on-site support staff, as well as on-site property management.

**Project # 3 – Families in Transition:** Millyard II Transitional Housing Program is a renewal project that provides participants with safe, affordable housing and comprehensive supportive services for up to twenty-four months. The facility includes 3 one-bedroom and 16 two-bedroom

units, 3 of which are universally accessible. The building also includes supportive service space, a childcare room, a laundry room and a health clinic.

**Project # 4** – The Way Home – Steps to Success provides intensive case management to help homeless persons overcome barriers to obtaining and succeeding in housing. Project staff assists each participant in developing individualized Steps to Success plans that include self-sufficiency goals with clear action steps.

**Project # 5** - Southern New Hampshire Services, Inc. – The Homeless Outreach Program provides outreach, intervention and case management to the homeless community within the Manchester Continuum of Care. Homeless Outreach links the homeless to emergency, transitional and permanent housing and identifies the services necessary to increase the skills, income and self-determination of Manchester's homeless population.

**Project # 6** - State of NH Division of Behavioral Health: Homeless Management Information Strategies (HMIS). This project is an HMIS project, supporting Manchester Continuum of Care's (MCoC) portion of the statewide system first funded in the 2002 Super NOFA awards. The MCoC is committed to the HMIS project and is well into the process of full implementation.

The Manchester Continuum of Care (MCoC) has implemented its 2004-05 18-month strategy and remains focused on the goal of ending chronic homelessness by 2012. The MCoC has actively created solutions to increasing permanent supportive housing for the chronically homeless, has participated in a plan to increase the political will to actively address the pervasive issue of street homelessness during the day, has made great strides in addressing discharge policy issues faced by Manchester's homeless and its homeless providers and actively outreached to integrate the MCoC members and strategy with the larger coordinating efforts within Manchester and the State of New Hampshire as a whole. Significant effort to increase access to mainstream resources, new outreach strategies and the reduction of barriers to the development of permanent housing and permanent affordable housing were all areas of success. Specifically, the MCoC projects included:

- Enhanced communication with downtown business organizations to transform their fear of visible street homelessness into active concern for the lack of adequate permanent supportive housing. Discussions resulted in support for a safe haven project.
- Homeless Outreach efforts were expanded. Blessed Sacrament Parish partnered with the Under The Bridge Project, providing active outreach to unsheltered homeless with a van to transport meals to campsites. MCoC increased the number of youth street outreach staff, added a new homeless veteran's outreach worker, included outreach to those with HIV/AIDS through the Greater Manchester Assistance Program, and continued Projects for Assistance in Transition from Homelessness (PATH) funded and Supportive Housing Program (SHP) funded outreach. Participated in statewide meetings for outreach training and coordination.
- MCoC built a stronger collaboration with New Hampshire Division of Health and Human Services (NH DHHS) Office of Homeless, Housing, and Transportation in the area of homeless health care. Training on homeless health issues was provided by Manchester's Mobile Health Team. The Mental Health Center of Greater Manchester partnered with the Mobile Health Team to develop a system of care that will further integrate mental health and primary care so that homeless individuals can more readily access treatment. Health

Resources and Services Administration (HRSA) funding is being sought to expand mental health and substance abuse services.

- MCoC members continued to work closely with the Governor's Interagency Council to End Homelessness. A New Hampshire Interagency Council on Homelessness (NH ICH) committee researched Housing First models. MCoC created a Housing & Services Committee to assist members.
- MCoC continued to develop its systematic approach to insuring access to "Mainstream Resources". First Step, a web-based tool, provided by the NH Department of Health and Human Services, was made available to all MCoC service providers. Germano Martin, NH DHHS, has set up training sessions for service providers on how to access services on web and help clients complete applications filled on line.
- MCoC maintained its emergency beds for chronically homeless women and men, prioritized transitional housing beds for chronically homeless women in emergency shelters, continued permanent supportive housing for dual-diagnosed homeless individuals and supported the development of 16 new permanent housing units for chronically homeless.

The MCoC priorities set for 2005 - 2006 were identified as follows:

**Priority 1:** To expand outreach to chronically homeless individuals.

**Priority 2:** To maintain and increase services available to chronically homeless individuals.

**Priority 3:** To reduce the number of chronically homeless individuals by 10% a year through the development of appropriate housing.

**Priority 4:** Complete development and improve implementation of Discharge Planning Protocols.

**Priority 5:** Adopt formal 10-year plan to end homelessness.

**Priority 6:** To expand public awareness of housing needs and promote housing opportunities for homeless families.

**Priority 7:** To expand availability of affordable housing resources for the homeless and utilize those resources to prevent homelessness.

**Priority 8:** To expand housing-related supportive services available to general homeless population and those with special needs.

**Priority 9:** To increase awareness, accessibility and utilization of mainstream resources.

## **1E. OTHER ACTIONS**

### Foster and Maintain Affordable Housing

The City's efforts in this regard are evidenced through its continued financial support to the various housing related initiatives provided directly by the City, and by local housing advocacy

organizations. As noted in the activity summary, the City allocates HOME, ADDI, ESG and CDBG funds to carry out its affordable housing program. The range of activities include a first time homebuyer program, homeowner counseling, down payment assistance and rental housing development. Manchester is also operating a \$900,000 Lead Hazard Control grant to supplement its ongoing housing initiatives. In addition to the Lead Hazard Control Grant, the City has benefited from the repayment of a UDAG resulting in the capitalization of an Affordable Housing Trust Fund. Over the past year, Manchester invested \$300,000 of Affordable Housing Trust Funds to support various housing initiatives. The City has also continued to work closely with Manchester Neighborhood Housing Services (Neighborworks Homeownership Counseling Program, Homeownership Assistance Program) to offer mortgage products to low-income families. Assistance to renters is provided in the form of funding for Fair Housing Seminars, Security Deposits and subsidies for affordable rental housing development. In addition operational support is provided to area nonprofit housing advocacy groups. The City has also been working on the reintroduction of a housing rehabilitation program to assist property owners with improvements to bring housing units into compliance with minimum housing standards. The program is scheduled to commence in October 2005.

The City and the non-profit affordable housing advocates will continue to implement Affordable Housing Task Force Policies, strategies, programs and projects designed to provide Manchester's citizens with housing that they can afford.

#### Lead Based Paint Hazards

The City of Manchester has been actively involved in childhood lead poisoning prevention since the 1970's when the Manchester Health Department (MHD) began studying the Extent and Nature of Lead-Paint Poisoning in Manchester, NH. From the start, Manchester had a strong focus on screening children for exposure to lead paint hazards, community-wide education on the public health hazard caused by deteriorating lead paint, and promoting action to prevent lead poisoning. Since 1997 when Manchester was identified as a high risk community for lead poisoning by the NH Office of Health and Human Services, the City has implemented a comprehensive approach designed to eliminate the hazards of lead based paint through a community process of planning, education and action to protect children.

To better coordinate its lead poisoning prevention activities, the Health Department is spearheading a community coalition to prevent lead poisoning. This group of stakeholders is comprised of pediatric providers, the public health community, tenants, property owners, other city officials, community-based organizations and others concerned with the issue of childhood lead poisoning. The coalition, Greater Manchester Partners Against Lead Poisoning (GMPALP) seeks to educate the residents of Manchester regarding Lead Poisoning Prevention, increase collaboration between agencies as well as affected parties (i.e. families with lead burdened children and property owners), support universal screening and promote an increase in lead free housing, and thereby decrease the incidence of Lead Poisoning in Manchester. Actions supported by the coalition, in addition to those noted above under the Health Department, are included in the 2004 Annual Action Plan.

During 2002 GMPALP completed a 2002-2010 strategic planning document, Preventing Childhood Lead Poisoning in Manchester, New Hampshire, Recommendations for the



Community. The draft of this strategic plan formed the basis of the City's comprehensive lead hazard control plan, a critical component of the competitive grant application for HUD Lead Hazard Control Funds to assist property owners mitigate lead hazards in housing available to low income families. The City was awarded a 2002 HUD Lead Hazard Control Program grant of \$895,725, and has pledged to leverage an additional \$ 381,804 to provide lead-paint hazard mitigation in 135 housing units during the Grant Period: 2/1/03 - 3/31/06. Lead Hazard Control work was completed in 122 units during 2003-05, using \$390,185 of HUD Lead Hazard Control funds for hazard interventions. The Lead Hazard Control activities Match funds used in these units included: property owner contribution - \$185,931, the Cities United for Science Program grant and City SEPPP funds for window replacement- \$31,939, HUD Community Development Block Grant - \$120,277, City of Manchester Affordable Housing Fund - \$18,498, United Way - \$5,728. Other program activities (outreach, education, program capacity building, and training) used \$220,208 of the HUD LHC grant.

Outreach, Education, Prevention, and Hazard Mitigation. Recognizing the need for public awareness of the lead paint hazards, the Health Department has conducted extensive outreach programs and media campaigns, including radio and television public awareness announcements. 2004-05 marked the end of 5 years in which \$50,000/yr of City funds dedicated to children's health as part of a Supplemental Environmental Projects Program (SEPP) was used primarily for lead poisoning prevention. Two nonprofits, The Way Home and Child Health Services, collaborated with the Manchester Health Department to provide outreach, education, and assistance with lead dust cleaning to low income and minority families with children at risk of lead poisoning. This home visitor program reached 350 families and protected more than 450 children. The SEPP grant also funded a collaborative effort of the Health Department, Greater Manchester Partners Against Lead Poisoning, and staff of the Dartmouth College Center for Environmental Health Sciences to design a public awareness campaign. By providing staff support for the Educational subcommittee of the community coalition, GMPALP, the campaign created a united message to be used in a variety of medium, adapted for a range of stake-holders. In addition, the Health Department routinely provides educational and informational seminars on lead poisoning prevention to community based organizations, medical providers, parenting classes, hardware stores, homeowners and a host of others. A priority area with the Health Department is to work with private landlords in the City to promote awareness of childhood lead poisoning as well as to provide guidance on safe renovation techniques. The NH Childhood Lead Poisoning Prevention Program worked with City programs to host a Lead-Safe Renovator course in March 2005. The HUD Lead Hazard Control grant funded 3 scholarships and a Workforce Council grant provided 3 scholarships for low-income workers to take the Lead Abatement worker course in September 2004. Several residential property owners also attended the training courses.

Relative to coordination of these efforts with the City's Housing Programs, the Health Department has worked closely with the Manchester Housing and Redevelopment Authority and the City of Manchester Building Department, Housing Standards Division to ensure that those City employees, who will encounter lead based paint as part of their jobs, are capable of providing information on safe renovations to property owners, tenants and others. In addition, the Department working with The Way Home maintains a listing of all housing units known to have been abated in the City and assists those looking for lead safe housing.

The City's HUD Lead Hazard Control Grant subcontracts with The Way Home and Southern New Hampshire Services for lead based paint hazard removal. To maximize impact, the City has designated a target area, eleven contiguous census tracts, that contain the City's highest concentration of pre-1950 housing, housing with deteriorating lead paint, low income families with young children, lead poisoned children, children with elevated blood lead levels and at-risk minority and refugee families. The Program's 2003-06 Action Plan includes:

- Outreach/education to at least 500 low income, minority/ refugee families with at-risk children
  - 2003-05 Outcome: more than 750 families
- Improved Blood Lead Level (BLL) screening of children in the designated high risk neighborhoods
  - Screenings held at WIC Clinic, Refugee Center, and Health Department
  - High Intensity Screening for targeted neighborhood held spring, 2005.
- Lead Hazard Control (LHC) inspections of at least 180 housing units exhibiting high lead hazard risk factors
  - 2003-05 Outcome: 223 housing units have had LHC inspections.
- Priority given to units with abatement orders.
  - 2003-05 Outcome: Property owners with outstanding abatement orders on more than 60 units were contacted. After Lead Hazard Risk Assessments, property owners contracted with the Lead Hazard Control Program for assistance. Abatement was completed on 23 units.
- Lead Dust Reduction in 135 units, monitored with pre- and post- lead-dust sampling tests
  - 2003-2005 Outcome: Lead Hazards controls in 122 units were completed and cleared
- Lower level LHC interim controls with paint stabilization in at least 75 units
  - 2003-2005 Outcome: Of the 122 units, 31 had low level interventions
- Moderate level LHC interim controls, remediating hazards on friction surfaces in at least 28 units
  - 2003-2005 Outcome: Of the 122 units, 26 had moderate level interventions
- Higher level LHC interim controls with targeted encapsulation or risk areas in at least 32 units, using private contractors
  - 2003-2005 Outcome: Of the 122 units, 65 had high level interventions
- Training for least 12 community members, primarily from target area, in LHC intervention skills
  - 2003-05 Outcome: 35 low-income individuals received training
- Training for at least 200 property owners, contractors, Realtors in lead-safe practices
  - 2003-05 Outcome: Informational brochures mailed to 4,000 property owners; presentations were made at three meetings of the Manchester Chapter of the Manchester Property Owners Association, reaching at least 40 members; and at least 25 received training in lead-safe work practices with the training program provided by the NH Childhood Lead Poisoning Prevention Program.
- A framework for community partners to design strategies that build the City's capacity to sustain the LHC work after the 2003-6 HUD LHC grant period.
  - 2003-05 Outcome: Community coalition met monthly. The Manchester Health Dept sponsored an information forum for members of Healthy Manchester

Coordinating Council. A legislative committee is reviewing proposals to strengthen both State law and City ordinances related to protecting children from lead poisoning.

The City's Community Improvement Program manages the grant, monitors compliance with regulations, and insures consistency with the City's 2000 Consolidated Plan, Annual Action Plans and Impediments to Fair Housing Plan. The Manchester Health Department provides community health nurse services and helps monitor project outcomes related to child and environmental health risk factors.

The Manchester Health Department continued its program, Lead Safe for Kid's Sake, started in 2003-04, with \$65,000 from the Cities United for Science Progress grant and \$40,000 from the SEPP funding. The program purchased windows to replace windows in housing units with known lead based paint hazards. The focus of the window replacement was on prevention, i.e., cleaning up the major cause of lead contaminated dust and paint chips before a child is poisoned. The program will also strengthen the Health Department's efforts in outreach, public awareness, and the screening of children for elevated blood lead levels. One-third of these funds was used in units under contract with the HUD lead hazard control program. The window replacement program expanded the reach of primary prevention to units not included in the HUD lead hazard control contracting.

During Fiscal Year 2005 the Manchester Health Department provided case management for more than 120 children with elevated blood lead levels ( $\geq 10$  ug/dl). A total of 650 blood lead screenings were done. The nurse case manager made a total of 120 home visits for issues related to lead case management. Eighty-seven new cases ( $BLL \geq 10$  ug/dl) were reported. The High-Intensity Targeted Lead Screening (HITS Program) was a success with 300 household receiving visits including prevention education. A total of 49 children were enrolled in the program and received blood lead screening. Of those children, 24 (49%) had no previous record of receiving screening.

#### Improve Public Housing and Resident Initiatives

See attached MHRA Annual Performance Report

#### Reduce the Number of Persons Living Below Poverty Level

The City's efforts in this regard are evidenced through its support of several programs identified in the Activity Summary that create jobs, provide the skills necessary to secure employment, provide day care to allow parents to work and provide funding to businesses for expansion purposes. The City has sought to create a positive environment for business investment along with a labor force that possesses the appropriate job skills. Towards this end, the City has provided funding for a wide array of services that assist individuals in their efforts to obtain and maintain employment. This support includes day care and after school recreational care that allows parents to work or obtain job training. For newer City residents with language barriers, the City supports several organizations that provide English lessons and other support services. A significant focus of the Manchester Community Resource Center has been on the development of job skills and provision of support services that facilitate employment and an exit from poverty.

The City has worked quite closely for several years with the private sector and various organizations to improve its economy, attract businesses, create jobs and upgrade the quality of life for all Manchester residents. The City has cultivated relationships with the Chamber of Commerce, Intown Manchester, Southern New Hampshire University, University of New Hampshire and local citizen organizations in order to develop a comprehensive strategy for overall economic improvements that will benefit all city residents.

Exciting economic development initiatives continued to be supported as a part of the City's Community Improvement Program. Ongoing projects include the development of the Fisher Cat Baseball Stadium, riverfront residential development adjacent to the baseball stadium, the construction of Manchester Place apartments and retail space, the ongoing expansion of the Manchester Airport, reconstruction of the Granite Street Bridge and corridor, the reuse of the Jac Pac site and the widening of Route 93.

Also viewed as a significant venture is the ongoing expansion of the State University System into the Manchester Millyard, as well as other institutions of higher learning in other parts of the city. The University has created both employment and educational opportunities for the residents of Manchester. To house local students attending Manchester's colleges, the YMCA is currently renovating the fourth story of its building on Mechanic Street to create another 24 units of student housing (24 units were renovated last year). To accommodate its students, the Manchester Institute of Art purchased the property at 77 Amherst Street for administrative offices and is currently renovating the Hampshire House to provide 27 units of student housing. The introduction of additional students in the Downtown will provide a boost to the local economy.

#### **1F. LEVERAGING RESOURCES**

Funding to initiate projects and programs designed to impact on the priority elements of each of the key strategies identified in the Consolidated Plan and each subsequent Annual Action Plan is provided through the City's Community Improvement Program, (CIP). The CIP has the responsibility for the administration and coordination of the expenditure of CDBG, ESG, ADDI and HOME funds as well as other Federal and State resources. The Community Improvement Program allocates all of its financial resources, including the HUD entitlement funds, with the aim of providing effective services and programs in the most efficient and economical manner possible. One method of gauging its success in this regard therefore, is the amount of "other funds" leveraged beyond the entitlement funds, that assist in the carrying out of the elements of the key strategies.

For some of the programs listed as receiving funds from the City, these funds may represent the sole source of support. Generally however, in the competition for limited resources, the City more favorably receives worthwhile programs that are able to demonstrate additional funding since they effectively extend the impact of the City's allocation.

Accordingly, the following projects reported on in the activity summary as receiving federal funding also leveraged other public and private funding to assist in their completion. Included in these tables are projects that received HOME and ESG funds that are statutorily obligated to

provide additional funds to satisfy match requirements. The source of their match is further elaborated upon in the corresponding HOME and ESG sections of this report.

## LEVERAGING RESOURCES BY STRATEGY

### STRATEGY #1 – HEALTH AND HUMAN SERVICE

PROGRAM	ENTITLEMENT FUNDING	OTHER FUNDING
Child Health Services - Teen Health Clinic	\$8,000 CDBG	\$78,400 State \$131,789 Federal \$1,227,661 Private/Other
Elderly Services – Transportation Project	\$21,000 CDBG	No Other Funds
Health Department Center City Disease Prevention	\$20,000 CDBG	No Other Funds
Health Department Children’s Oral Health Collaborative	\$10,000 CDBG	No Other Funds
SNHS Community & Multicultural Services	\$22,000 CDBG	\$99,350 Private/Other
MHRA Youth Recreation	\$60,000 CDBG	No Other Funds
Girls Inc. – Varney Street Building Acquisition	\$50,000 CDBG	\$464,000 Private/Other
Girls Inc. – Girls Center Operations	\$15,000 CDBG	\$20,000 Private/Other
YMCA Y.O.U. Program	\$17,000 CDBG	\$60,000 State \$5,000 Federal \$55,000 Private/Other
YWCA Capital Improvement Project	\$300,000 CDBG	\$102,500 State \$1,215 Federal \$377,500 Private/Other
SNHS – Latin American Center Roof Repair	\$22,550 CDBG	No Other Funds
MCHC Pharmaceutical Program	\$44,000 CDBG	\$50,000 Private/Other
Catholic Medical Center Dental Services/Equipment Purchase	\$8,000 ESG	\$44,900 State \$130,334 Private/Other
VNA Daycare Program	\$40,000 CDBG	\$770,175 State \$835,891 Private/Other
Southern NH Area Health Education Center	\$10,000 CDBG	No Other Funds
Farnum Center – Facility Improvements	\$30,000 CDBG	No Other Funds

<b>TOTAL</b>	<b>\$669,550 CDBG \$8,000 ESG</b>	<b>\$3,259,736 Private/Other \$1,055,975 State \$0 City \$138,004 Federal</b>
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## **STRATEGY #2 – CENTER CITY NEIGHBORHOOD REVITALIZATION**

<b>PROGRAM</b>	<b>ENTITLEMENT FUNDING</b>	<b>OTHER FUNDING</b>
Planning Dept. - Housing Rehabilitation Program	\$100,000 HOME	No Other Funds
Planning Dept. - Neighborhood Revitalization Program	\$10,000 CDBG	\$10,000 City
Planning Dept. – Lead Hazard Control grant Program	\$895,725 LHCG (Office of Healthy Homes & Lead Hazard Control)	\$30,000 Federal \$351,804 Private/Other
Parks & Rec. Project Greenstreets	\$5,000 CDBG	\$5,000 City \$10,000 Private/Other
MHRA - The Gale Home Renovation Project	\$650,000 HOME	\$3,396,745 Private /Other \$550,000 State \$675,000 Federal
Expansion of MCRC	\$95,000 CDBG	No Other Funds
MCRC Childcare Center	\$25,000 CDBG	\$152,000 State \$25,000 Federal \$10,000 Private/Other
MCRC - Employment Training Program	\$95,000 CDBG	\$10,000 State \$20,000 Federal \$150,000 Private/Other
Parks & Rec. Downtown Parks Rehab.	\$125,000 CDBG	No Other Funds
Building Department - Dilapidated Building Demolition	\$35,000 CDBG	No Other Funds
MNHS – Renaissance 7	\$450,000 HOME	\$3,494,029 Private/Other \$800,000 State \$665,000 Federal
MNHS – Renaissance 8	\$450,000 HOME	\$2,784,939 State \$7,168,626 Federal \$464,000 Private/Other
Highway Dept. - Municipal Infrastructure Improvements	\$525,000 CDBG	No Other Funds
Destination Manchester Coordinator	\$87,300 CDBG	\$10,800 City
Central Neighborhood Infrastructure Improvements	\$660,000 CDBG	No Other Funds

Amoskeag Small Business Incubator	\$20,000 CDBG	No Other Funds
The Way Home - Healthy Home Pilot Program	\$30,000 HOME	\$200,000 Federal
<b>TOTAL</b>	<b>\$1,682,300 CDBG \$1,680,000 HOME \$895,725 LHCG</b>	<b>\$7,876,578 Private/Other \$4,296,939 State \$25,800 City \$8,783,626 Federal</b>

### STRATEGY #3 - CENTRAL AREA ECONOMIC DEVELOPMENT

PROGRAM	ENTITLEMENT FUNDING	OTHER FUNDING
Intown Building Improvement	No Entitlement Funding	\$80,000 Private/Other
Amoskeag Small Business Incubator	\$20,000 CDBG	No Other Funds
Destination Manchester Coordinator	\$87,300 CDBG	\$10,800 City
Highway Dept. - Municipal Infrastructure Improvements	\$525,000 CDBG	No Other Funds
MEDO Revolving Loan Fund	\$150,000 CDBG	No Other Funds
Planning Dept. – Downtown & Economic Strategies	\$18,000 CDBG	\$61,536 Federal \$140,000 Private/Other
Section 108 Loan Program	\$4,080,000 Section 108	\$40,000,000 Private/Other
<b>TOTAL</b>	<b>\$800,300 CDBG \$4,080,000 Section 108</b>	<b>\$40,220,000 Private/Other \$0 State \$10,800 City \$61,536 Federal</b>

### Strategy #4 - Emergency Shelter, Transitional Housing & Strategies For The Homeless

PROGRAM	ENTITLEMENT FUNDING	OTHER FUNDING
New Horizons for NH (operations)	\$15,000 ESG	\$26,722 Private/Other \$71,838 State
New Horizons for NH – Shelter Staffing	\$8,160 ESG	\$205,432 Private/Other \$103,162 State
New Horizons for NH – Capital Improvements	\$75,000 CDBG	No Other Funds
Helping Hands Outreach Center - Operations	\$10,600 ESG	\$150,830 Private/Other \$35,000 State
Helping Hands Outreach Center – ADA Renovations	\$40,000 CDBG	\$25,000 Private/Other \$15,000 State
Manchester Emergency Housing – Capital	\$10,000 CDBG	No Other Funds

Improvements		
Manchester Emergency Housing - Operations	\$8,000 ESG	\$130,000 City
Child & Family Services Runaway and Homeless Youth Intervention	\$8,863 CDBG \$4,537 ESG	\$45,500 Federal \$30,050 Private/Other
Helping Hands Outreach Center	\$10,000 ESG \$25,000 CDBG	\$110,000 Private/Other \$35,000 State
YWCA Emily's Place Operational Assistance	\$12,000 ESG	\$42,000 Private/Other \$21,250 State \$53,250 Federal
Families in Transition Capital Improvements Amherst & Spruce Streets	\$45,550 CDBG	\$5,000 Private/Other
Families in Transition - Operations	No Entitlement Funding	\$30,278 Private/Other
The Way Home-Homeless Prevention / Essential / Tenant Assistance	\$16,350 ESG \$65,700 HOME	\$170,000 Private/Other \$80,000 State \$60,000 Federal
<b>TOTAL</b>	<b>\$84,597 ESG</b> <b>\$65,700 HOME</b> <b>\$204,363 CDBG</b>	<b>\$795,312 Private/Other</b> <b>\$361,250 State</b> <b>\$0 City</b> <b>\$158,750 Federal</b>

#### STRATEGY # 5 – HOMEOWNERSHIP & AFFORDABLE HOUSING STRATEGIES

PROGRAM	ENTITLEMENT FUNDING	OTHER FUNDING
NH Legal Assistance Fair Housing Program	\$8,800 CDBG	\$9,668 Private/Other \$172,000 Federal
MNHS - Neighborworks Homeownership Center	\$50,000 HOME	\$150,605 Private/Other
MNHS – Renaissance 7	\$450,000 HOME	\$3,494,029 Private/Other \$800,000 State \$665,000 Federal
MNHS – Renaissance 8	\$450,000 HOME	\$2,784,939 State \$7,168,626 Federal \$464,000 Private/Other
MHRA - The Gale Home Renovation Project	\$650,000 HOME	\$3,396,745 Private /Other \$550,000 State \$675,000 Federal
MNHS – Homebuyer Assistance Program	\$113,848 ADDI	\$250,000 Private/Other \$296,000 State \$96,738 City
The Way Home - Healthy Home Pilot Program	\$30,000 HOME	\$200,000 Federal



Families In Transition – Second Street Family Mill	\$250,000 HOME	\$3,528,759 Private/Other \$1,378,771 State \$3,609,554 Federal \$387,000 City
Old Wellington Road Apartments Project	\$111,997 HOME	\$7,205,000 State \$2,475,000 Federal \$888,003 City
Planning Dept. – Housing Rehabilitation Program	\$100,000 HOME	\$25,000 Private/Other
<b>TOTAL</b>	<b>\$2,091,997 HOME</b> <b>\$8,800 CDBG</b> <b>\$113,848 ADDI</b>	<b>\$11,318,806 Private/Other</b> <b>\$13,014,710 State</b> <b>\$1,371,741 City</b> <b>\$14,965,180 Federal</b>

#### STRATEGY #6 IMPROVING UNIVERSAL ACCESSIBILITY IN PUBLIC FACILITIES

PROGRAM	ENTITLEMENT FUNDING	OTHER FUNDING
Planning Dept. ADA Compliance Building Improvements	\$225,000.00 CDBG	No Other Funds
Highway Dept. - Infrastructure ADA Access Improvements	\$100,000 CDBG	No Other Funds
Manchester Transit Authority – ADA Lift Vans	\$30,000 CDBG	\$120,000 Federal
Human Resources - ADA Training Coordinator	\$20,000 CDBG	No Other Funds
<b>TOTAL</b>	<b>\$375,000 CDBG</b>	<b>\$0 Private/Other</b> <b>\$0 State</b> <b>\$0 City</b> <b>\$120,000 Federal</b>

#### STRATEGY #7 RECREATION

PROGRAM	ENTITLEMENT FUNDING	OTHER FUNDING
Parks & Rec. Parks and Recreation Master Plan	\$45,000 CDBG	No Other Funds
Parks & Rec. Downtown Parks Rehab.	\$86,000 CDBG	No Other Funds
Parks & Rec. Fun In The Sun	\$28,000 CDBG	\$60,000 City
Parks & Rec. Youth Recreation Activities	\$65,000 CDBG	No Other Funding
Parks & Rec. Project	\$5,000 CDBG	\$5,000 City

Greenstreets		\$10,000 Private/Other
MHRA Youth Recreation Programs Center	\$60,000 CDBG	No Other Funds
<b>TOTAL</b>	<b>\$289,000 CDBG</b>	<b>\$10,000 Private/Other</b> <b>\$0 State</b> <b>\$65,000 City</b> <b>\$0 Federal</b>

#### STRATEGY # 8 - EDUCATION

PROGRAM	ENTITLEMENT FUNDING	OTHER FUNDING
Manchester School District –Clem Lemire Memorial H.S. Athletic Complex	NA	\$4,400,000 City Bond
Manchester School District Projects	NA	\$10,600,000 City Bond
Health Dept. School Based Dental Health Services	NA	\$15,000 State
Planning - ADA Access Building Improvements	\$225,000 CDBG	No Other Funds
<b>TOTAL</b>	<b>\$225,000 CDBG</b>	<b>\$0 Private/Other</b> <b>\$15,000 State</b> <b>\$15,000,000 City</b> <b>\$0 Federal</b>

#### STRATEGY #9 - INFRASTRUCTURE IMPROVEMENTS

PROGRAM	ENTITLEMENT FUNDING	OTHER FUNDING
Parks & Rec. Downtown Parks Rehab.	\$86,000 CDBG	No Other Funds
Manchester Transit Authority – ADA Lift Vans	\$30,000 CDBG	\$120,000 Federal
Highway Dept - Infrastructure ADA Access Improvements	\$100,000 CDBG	No Other Funds
Highway Dept. - Municipal Infrastructure Improvements	\$525,000 CDBG	No Other Funds
Highway - Sidewalk Discretionary	\$75,000 CDBG	No Other Funds
Highway - Central Neighborhood Infrastructure Improvements	\$660,000 CDBG	No Other Funds
<b>TOTAL</b>	<b>\$1,476,000 CDBG</b>	<b>\$0 Private/Other</b> <b>\$0 State</b> <b>\$0 City</b> <b>\$120,000 Federal</b>

**STRATEGY # 10 - ECONOMIC DEVELOPMENT**

<b>PROGRAM</b>	<b>ENTITLEMENT FUNDING</b>	<b>OTHER FUNDING</b>
Destination Manchester Coordinator	\$87,300 CDBG	\$10,800 City
Intown Building Improvement	NA	\$80,000 City
MEDO Revolving Loan Fund	\$150,000 CDBG	No Other Funds
MCRC - Employment Training Program	\$95,000 CDBG	\$10,000 State \$20,000 Federal \$150,000 Private/Other
Highway Dept. - Municipal Infrastructure Improvements	\$525,000 CDBG	No Other Funds
Amoskeag Small Business Incubator	\$20,000 CDBG	No Other Funds
<b>TOTAL</b>	<b>\$877,300 CDBG</b>	<b>\$150,000 Private/Other</b> <b>\$10,000 State</b> <b>\$90,800 City</b> <b>\$20,000 FEDERAL</b>

**STRATEGY #11 - AIRPORT IMPROVEMENTS**

**NO FEDERAL HUD FUNDS WERE UTILIZED FOR THIS STRATEGY**

**STRATEGY #12 - TOOLS FOR GOVERNING**

<b>PROGRAM</b>	<b>ENTITLEMENT FUNDING</b>	<b>OTHER FUNDING</b>
Planning Dept. - Community Development Initiatives	\$5,000 CDBG	\$5,000 City
Planning Dept. – Special Projects Planner	\$42,000 CDBG	\$10,000 City
Planning Dept. – Master Plan Update	\$50,000 CDBG	No Other Funds
Planning Dept. - CIP Administration	\$150,000 CDBG \$50,000 HOME	No other funds
Planning Dept. – Natural Resource Protection	\$10,000 CDBG	\$15,000 City
Human Resources - ADA Training Coordinator	\$20,000 CDBG	No Other Funds
<b>TOTAL</b>	<b>\$277,000 CDBG</b> <b>\$50,000 HOME</b>	<b>\$0 Private/Other</b> <b>\$0 State</b> <b>\$30,000 City</b> <b>\$0 Federal</b>

**Strategy #13 – Public Safety**

<b>PROGRAM</b>	<b>ENTITLEMENT FUNDING</b>	<b>OTHER FUNDING</b>
Health Dept. - Center City Disease Prevention	\$20,000 CDBG	No Other Funds
Health Dept. – Public Health Preparedness	NA	\$750,000 State
American Red Cross – Local Emergency Services	NA	\$11,000 City \$282,000 Private/Other
Police Dept. Various Programs	NA	\$993,000 State
Fire Department Fire Station Upgrades	NA	\$1,600,000 City
<b>TOTAL</b>	<b>\$20,000 CDBG</b>	<b>\$282,000 Private/Other</b> <b>\$1,743,000 State</b> <b>\$1,611,000 City</b> <b>\$0 Federal</b>

In addition to the funding that the City has leveraged with Federal funds, the \$43,417,477 budgeted for the 2005 Community Improvement Program has also brought additional dollars into the City which will be expended on projects which are consistent with the strategies outlined in Manchester's Consolidated Plan.

#### **1G. CITIZENS' COMMENTS**

Although notice was given through publication of a legal notice, no citizens' comments were received relating to the CAPER. *Draft produced to give citizens the opportunity to comment.*

#### **1H. SELF-EVALUATION**

The City's assessment of its performance this past year identifies many similarities with its performance in the preceding year. The City Planning Staff continue to place significant importance on maintaining an awareness of and an ability to respond to the evolving needs of the Manchester Community and Citizenry. Given the value placed on Staff having an awareness of the "pulse of the City", Departmental efforts have been focused on maintaining close as well as developing new ties with Community organizations and the public. These efforts include having staff participate on several community based boards and task forces, such as the Greater Manchester Area Social Service Association (GMASSA), the Manchester Continuum of Care, the Healthy Manchester Leadership Council and Access Manchester. Topical information is also gathered through input and information gathered in the several public information meetings held each year throughout the City, as well as from the Aldermen. The results of the City's efforts to identify and assuage the greatest priorities of the Manchester Citizenry not so remarkably continue to be consistent in nature. Although these needs and priorities may vary somewhat due to the affect and impact of an increasingly more ethnically diverse population, essentially the theme remains to a great degree unchanged. Manchester's neediest citizens continue to seek to enjoy a minimum quality of life, have access to basic healthcare and other social services, obtain decent affordable housing and be gainfully employed in a job earning an adequate wage. The Community Improvement Program thus has focused on projects and programs that either directly

provides the desired services, provides those services through sub-recipients or else have an ultimate beneficial spin-off effect that impacts on those basic desires.

During the past program year, a significant amount of time of the CIP Staff within the Planning Department was directed towards the development of the 2005–2010 Consolidated Plan that was submitted this past May. Beginning in mid-December 2004, Staff focused their energies towards the gathering and reviewing of statistical and demographic data obtained from varied sources such as the 2000 Census, State of New Hampshire Housing and Economic Studies, Regional Planning Reports and Local Planning Studies. These efforts were supplemented through meetings scheduled with numerous community-based agencies providing a wide spectrum of social, medical, housing and recreational services to the Community. Additionally, important input was obtained through the monthly agency reports and from various City Aldermen reflecting comments received from their constituents. As a result, the Planning Department staff is confident the key strategies identified in the Consolidated Plan adequately and comprehensively address the priority needs of the Manchester citizenry, and more specifically, those of its poorest residents.

Information obtained in the development of the 2004 Action Plan suggested and was subsequently supported by the findings of the Consolidated Plan that the City contained specific areas or neighborhoods which were populated by a majority of the City's poorest and neediest residents. Such residents requiring special, concerted and comprehensive programs and efforts in order to be effective in meeting their needs. In response, the Planning Department developed a Neighborhood Revitalization Strategy and submitted it with the Consolidated Plan for review by the local HUD Office. The multi-year Neighborhood Revitalization Strategy calls for a comprehensive local effort to economically empower the residents of the defined area. As such, over the course of the next five years funds will be directed towards: infrastructure improvements; job training and skill building; housing rehabilitation and lead hazard removal programs; affordable housing development; micro-enterprise assistance; a façade improvement program; general business assistance and other activities designed to improve the living and economic conditions of the neighborhood residents. In the development and implementation of the activities contained within this strategy the City believes it has appropriately defined and responded to the most pressing and important needs of its poorest residents.

Specific to its performance in the carrying out of programs and projects with CDBG funds the City also believes that those programs selected for funding are reflective of the public's priorities. The City believes as well that the Agencies selected for CDBG funding will responsibly and effectively manage their projects. It has been noted in previous year's self evaluation narratives that the Planning Staff have been challenged to respond to the requests for funding of public service programs given the 15% public service cap. The past year proved to be no different with Staff having to consider requests for funding that amounted to more than twice the amount allowed under the Public Service Cap. As such, the City once again allocated and expended the maximum amount allowed. In addition to exhausting the 15% cap, the City has also allocated local funding to leverage the CDBG monies authorized for public services. Other methodologies used to address this challenge have been to provide applying agencies with free or low cost staff support using VISTA employees and by providing some services through the Manchester Community Resource Center, a local community based development organization.

Complementing the support given to the Public Service initiatives, the remaining balance less 13.91% for Planning & Administration of the City's Entitlement was allocated in accordance with the goals of the Program. The monies were used to fund projects designed to improve the City's economic vitality, make it more livable and attractive and improve the quality of life for its residents, with results being a significant number of new businesses and jobs, an increased tax base and a strengthening of the overall financial integrity of the City. Project initiatives focusing on Downtown/CBD Revitalization, Citywide Community Development, affordable housing and economic development have been the cornerstones of the City's Community Improvement Program. After several years of significant investment in the Downtown/Central Business District, the area that saw a loss of approximately a quarter of its assessed value in the mid- 90's has become a lively and vibrant economic engine for the City. Elm Street is now filled with an eclectic mix of new business ventures, consisting of restaurants, retail stores and offices. The success of the Verizon Center, has spurred an interest on the development and revitalization of the surrounding areas adjacent to that facility with thoughts of a "Gaslight District" consisting of pubs, nightclubs, ethnic restaurants, arts and crafts shops, etc, a developer away from becoming a reality. The Verizon Center led the way for the City's next multi-million dollar redevelopment project, that of the Manchester Riverfront, with the opening of a minor league baseball stadium last Spring and the current construction of adjacent upper scale housing.

While projects focused on community and development have had their intended benefit, the City experienced a more difficult time enjoying similar success in its efforts to increase the supply of decent "workforce housing". For several years the skyrocketing cost of housing had made it exceedingly difficult to produce new units without tremendous subsidies. Given the strong economy, the non-profit housing providers have had to compete with private entrepreneurs for units costing upwards of \$100,000 per unit which can become politically difficult to support. Despite the increased costs of housing, the inner City still remains, comparatively speaking, the area of least expensive housing. This presents a dilemma to the City Planning Staff whom is struggling to balance their desire to maintain a livable density in the inner city with the need to produce additional affordable housing. As such, the City is looking for innovative ways to create new units with a focus on the adaptive re-use of the upper floors of downtown buildings and former mill properties viewed as having the greatest potential for the production of new units.

The cost to produce new housing units in these older buildings can be prohibitive, due to the expense associated with meeting current code requirements. In order to make these housing projects financially viable, complex-financing packages often times require the assistance of a consultant. The housing developers have had to develop varied financing packages utilizing a mix of historic tax credits and private and public funding. While this process is time consuming, often requiring a development period of two to three years from conception to completion, area housing developers with support from the City, have demonstrated a desire to overcome these challenges and obstacles. As a result, during the past year, 193 new units of affordable housing were either being constructed in the design stages, a testimony to the concerted efforts of City staff and the dedicated affordable housing developers operating in Manchester.

Despite the increased cost of acquisition, the demand for housing still remains strong, as documented in the 2003 Housing Report prepared by the Mayors Task Force on Housing. The demand for housing is not restricted solely to units for low income residents but rather the demand is acute for those desirous of housing at all income levels. The necessity to increase the

supply of housing is made more pressing by the fact that an adequate supply and choice of housing impacts on the City's efforts to attract new businesses and their employees into the City.

During this past reporting period the City has continued to commit a significant portion although not as great a portion of its entitlement grant towards universal accessibility in all City facilities. These efforts have resulted in an accessible ADA compliant elevator in the Police Station, the removal of architectural barriers at West High School and Green Acres Schools, accessible sidewalks around the newly constructed Senior Center and Memorial and West High Schools, and numerous accessible curb cuts on streets throughout the city along major pedestrian routes.

The Administration of the HUD Entitlement Grant continues with a minor exception to remain the same since the last CAPER. The various programs funded with HUD monies and the services provided are effectively coordinated through the Community Improvement Program Staff, (CIP) a division of the City's Planning and Community Development Department. The CIP Staff consists of two Planners and a Planning Technician and is supervised by the Community Improvement Program Manager. The CIP acts as the point entity in the handling of HUD funds and the staff is sufficiently qualified to manage the associated planning, coordination, monitoring and reporting responsibilities. In addition to the Entitlement Program, any other Federal, State and or locally funded projects in which the City is involved fall within their administrative responsibility.

## **2. CDBG NARRATIVES**

### **2A. RELATIONSHIP TO PRIORITY NEEDS, GOALS AND OBJECTIVES**

The responsibility for the administration of Community Development Block Grant Funds is assigned to the Community Improvement Program Division of the City Planning Department. The Community Improvement Program (CIP) staff, in addition to managing the disbursement of CDBG funds, also develops the City's multi-year capital improvement budget. The City's annual and long term plans for the expenditure of CDBG funds are incorporated into this document and are based on a comprehensive identification of community needs and priorities.

The development of the CIP budget involves obtaining input from the Manchester citizenry which is done through Board of Mayor and Aldermen meetings, public budget hearings and at Aldermanic ward/neighborhood meetings. The CIP staff also receives and analyzes requests from City departments and community organizations. Through the information gathered in the CIP budget process, the plan for the expenditure of tax generated City funds and CDBG funds is developed. The projects and activities chosen are those that will provide the maximum benefit to the greatest extent possible given the limits of the CIP budget relative to the overall needs. The input of City residents has served as a major influence in the development of the key strategies with the projects/programs identified in this report representative of those strategies.

As noted in the previous section on leveraging, the City has also sought to maximize the impact of the expenditure of CDBG funds through utilization of other federal and private funding initiatives that effectively increase the impact of these funds in the Community. CDBG funds have been used to match funds from the Department of Health and Human Services, Department of Justice, HUD Office of Healthy Homes and Lead Hazard Control, Small Business

Administration and Economic Development Administration resulting in increased Police Patrols, tree plantings, business loans and affordable housing.

In terms of the expenditure of CDBG funds, these funds are targeted to projects and activities that will benefit the City's poorest residents. The goals of these projects have been and continue to be consistent with two of the CDBG National Objectives in that the funds are used to: 1) provide needed services, public facilities, housing or employment to low and moderate-income residents, and 2) to eliminate slums and or blighting influences in City neighborhoods.

The City has continued to support key public service activities that have demonstrated their effectiveness in assisting low and moderate income residents improve their quality of life and facilitate their assimilation into the mainstream of the Manchester Community. Such services include the provision of Day Care, healthcare, after school recreational and educational programs, job training and homebuyer counseling. Economic development, particularly in the Central Business District, continues to be one of the City's highest priorities. The investment of Section 108 and CDBG funds in the past year for projects designed to create jobs demonstrates Manchester's commitment to economic development.

The ongoing revitalization of inner city neighborhoods is another of the City's key strategies identified in the Consolidated Plan and also identified as a major concern by the Manchester citizenry. In particular, a major focus has been on housing, infrastructure, crime, public safety and health and human services, major influences that affect the ability of these neighborhoods to stabilize and become more desirable places to live. The City has sought to respond to these problems through continued concentrated Police presence and programs of physical improvements both public and private. These efforts were demonstrated in the past year through projects involving the following: the provision of health and human services, youth recreation programs, rehabilitation of inner city parks, tree plantings, infrastructure improvements to streets and sidewalks, Infrastructure ADA accessibility improvements and homeownership programs. All of these activities have been requested on a consistent basis by the City residents at the annually held CIP Budget hearings, the Aldermanic Neighborhood Meetings and through individual contact with the Planning Department.

The City has also continued to support projects and programs developed by Manchester Neighborhood Housing Services, Inc. (MNHS). This neighborhood-based organization's efforts in the inner city are in concert with those of the City and have resulted in neighborhood revitalization and the development of quality affordable housing. Through a program of acquisition and selective demolition, density reduction in the crowded inner city has occurred. Numerous properties have also been rehabilitated providing additional quality affordable rental units and several new buildings containing two and three bedroom units have been constructed on sites formerly housing large dilapidated structures. Most of these initiatives have been funded with HOME funds. Without the participation of Manchester Neighborhood Housing Services, the production of affordable housing for Manchester's working families as well as the revitalization of inner city neighborhoods would be difficult to achieve.

## **2B. CHANGES IN PROGRAM OBJECTIVES**

During the past year, the stated objectives identified in the Consolidated Plan and Annual Action



Plan have remained consistent and thus the CDBG funded projects have not varied from the stated program objectives. Minor fund reprogramming has occurred to react to certain projects that have experienced significant delays for various reasons, be they environmental/historic issues, matching fundraising requirements or other issues. Some CDBG, HOME and ESG funds have also been reprogrammed to address new significant needs of the Community.

There are still a few projects that, despite the presentation of evidence documenting their need, a timely expenditure of project funds has not occurred. Those projects included Manchester Community Resource Center (MCRC) activities, Dilapidated Building Demolition program and the Manchester Economic Development Office Revolving Loan program. The Dilapidated Building Demolition program will be utilized when a threat to public health and safety presents itself. Underwriting criteria and the marketing strategies of the MEDO Revolving Loan program will be evaluated in an effort to increase participation in the program. During the past reporting period, construction documents were prepared to provide additional classroom space and offices of MCRC by expanding into the basement of the facility. The proposed expansion is scheduled for completion in December 2005.

## **2C. ASSESSMENT OF ACTION PLAN ACCOMPLISHMENTS**

In 2005, 154 projects were identified as being directly administered through the Community Improvement Program

Relative to the City's actions in terms of its support of other organizations seeking HUD funding, its performance can be measured through a review of the number of requests for certifications of consistency with the Consolidated Plan and the number of certifications provided. Unfortunately, due to the increased demand for Community Improvement Program funds, the City was unable to provide support to all of the agencies seeking assistance. Each application was carefully evaluated and those organizations that best served the community in terms of number of beneficiaries served, experience in the community and the need for services were selected.

The initiation of almost all of the projects, programs and activities identified in the Annual Action Plan is confirmation that the City has been diligent in its implementation of the Consolidated Plan elements and has not hindered implementation of any of the elements through action or willful inaction. During the past reporting period, the Community Improvement Division of the Planning Department has continued to be fully staffed, improving the ability of the City to manage the entitlement program in accordance with existing and evolving HUD requirements.

## **2D. MEETING NATIONAL OBJECTIVES**

All activities expending funds during this reporting period meet national objectives.

## **2E. DISPLACEMENT**

The City of Manchester through their sub-recipients, Manchester Neighborhood Housing Services (MNHS), Manchester Housing and Redevelopment Authority, Families In Transition

and The Way Home makes every effort to avoid permanent displacement in CDBG projects. No families were permanently displaced during this last reporting period.

**2F. JOB AVAILABILITY TO LOW/MODERATE INCOME INDIVIDUALS**

Consistent with the CDBG requirements as they pertain to economic development activities resulting in job creation and or retention, all businesses receiving CDBG funds were in compliance. Per the terms of the agreements executed between the City and the assisted businesses, all jobs created as a result of the use of CDBG funds were made available to low and moderate income applicants. See Attachment A-Job Titles of positions created.

**2G. LIMITED CLIENTELE BENEFIT**  
Not Applicable

**2H. PROGRAM INCOME**

Program income was derived from the following sources:

**CDBG**

Lambrou / Dakoulas - \$2,032.08  
PGB Realty - \$3,010.80  
Weston Terrace - \$82,628.52  
Palace Theatre Trust - \$4,988.16  
Manchester Housing & Redevelopment Authority - \$51,723.02  
Serenity Place - \$4,658.64  
Helping Hands Outreach Center - \$2,700.00  
Manchester Neighborhood Housing Services - \$38,870.82  
Metropolis Management - \$7,691.88  
Other - \$30,000.00

**TOTAL CDBG PROGRAM INCOME: \$228,303.92**

**HOME**

Manchester Neighborhood Housing Services - \$30,706.15

**Total HOME Program Income: \$30,706.15**

**2I. REHABILITATION ACTIVITIES**

\$100,000 of HOME funds has been committed to reintroduce the City's Housing Rehabilitation program. During the last reporting period, program guidelines and documents were developed and the program is scheduled to begin accepting applications October 1, 2005. With the exception of the renovation of the Straw Mansion, the Family Mill at 394 Second Street and the Gale Home, the only housing rehabilitation activities that took place were in conjunction with

the Healthy Home program and the Lead Hazard Control grant. During the last reporting period, The Way Home used \$130,000 of CDBG funds to remediate lead hazards in 17 center city apartment units.

In addition, \$40,000 of CDBG funds was authorized to make improvements to Families in Transition facilities located at Amherst and Spruce Streets.

Lead Hazard Control Grant funds were used to eliminate or control lead based paint in 122 housing units.

## **2J. ENTERPRISE COMMUNITY NEIGHBORHOOD REVITALIZATION STRATEGY**

Please refer to attachment “A”, the Performance review for Manchester’s Enterprise Community.

## **3. HOME NARRATIVES**

### **3A. ANALYSIS OF FUNDS DISTRIBUTED OVER VARIOUS CATEGORIES**

This analysis will focus on the City’s strategies most associated with HOME funds, Center City Neighborhood Revitalization, Homeownership and Affordable Housing. The various income categories were previously discussed in the affordable housing narrative.

The general approach is to encourage new homeownership opportunities for those individuals and families who have not had such an opportunity in the past. In addition, the City is utilizing HOME funds to develop affordable multi-family housing units. Both of these activities have had a positive impact on center city neighborhoods.

As in the past, the City continues to support the MNHS Neighborworks homeownership-training program. This program is the cornerstone of MNHS initiative to revitalize neighborhoods by helping people become homeowners. MNHS utilized a total of \$50,000 in HOME funds during this fiscal year to assist in the operation of its homeowner-counseling program for neighborhood residents. In addition to the counseling program, MNHS expended \$73,848 of ADDI funds to assist eleven low-income families with the purchase of a home.

To compliment homeownership initiatives, the City has been working with both for profit and non profit developers to increase the number of affordable rental units in Manchester. During the last reporting period, the City committed \$1,911,997 of HOME funds and leveraged \$40,670,437 for projects including the Straw Mansion, Renaissance 8, Families in Transition Second Street Family Mill, the Gale Home and Old Wellington Road Apartments that will result in the addition of 258 units to the housing market.

To aid in the prevention of homelessness, the City contracted with the Way Home to provide transitional housing, tenant assistance and security deposits. For fiscal year 2004-2005, \$82,000 of HOME funds was committed to these programs. By increasing homeownership opportunities, producing additional multi-family rental units and preventing homelessness, the City is one step closer to putting a roof over the heads of all of Manchester’s citizens.

### **3B. MATCH REPORT**

The amount of available match has grown greatly in the past year as the City and its sub-recipients have managed to leverage a tremendous amount of non-federal resources.

The HOME match report is attachment “B”.

### **3C. MINORITY BUSINESS ENTERPRISES AND WOMEN BUSINESS ENTERPRISES**

The City contracted with four minorities or women-owned business enterprises for a total of \$619,074 during this reporting period.

### **3D. AFFORDABLE HOUSING ON SITE INSPECTIONS**

Per HOME regulations, projects of 1-4 units require on site inspections at least once every three years, projects containing 5-12 units at least once every two years and annually for larger projects. In accordance with the regulations, inspections were completed for the following properties: Manchester Neighborhood Housing Services – Merrimack Place, Cedar / Beech, Notre Dame Apartments, Tree Streets, Elm Street, Three Corner; Families in Transition – Millyard Families II, 370 Amherst Street; Manchester Housing and Redevelopment Authority – The Gale Home; The Anagnost Companies – Piscataquog River Apartments; The Way Home – 214 Spruce Street; and Finley Properties – Douglas Street.

In accordance with the HOME requirements, a random sampling of HOME assisted units were inspected for sub-standard conditions. The results of those inspections are noted below:

#### **Merrimack Place – Manchester Neighborhood Housing Services**

Merrimack Place consists of one building located on the northwest corner of Auburn and Beech Streets. The building consists of four units, all of which have been designated as HOME assisted. In accordance with the HOME requirements, three of the four units were inspected for sub-standard conditions.

Overall, the grounds, exterior and interiors of the building are in good condition and it is clear that there is an ongoing maintenance program in place. While there were no major deficiencies that were identified, there were minor violations of the Housing Quality Standards that required remediation. These violations are noted below:

#### **Exterior and Grounds**

1. The grounds are in good condition, well-landscaped, and free of trash and debris.
2. Repaint all exterior porches.
3. Repair retaining wall at the corner of Beech St. and Auburn St.

## Interiors

### Apartment #302

1. Kitchen – Repaint exterior door.
2. Bathroom (upstairs) – Repair damaged ceiling.
3. General – Repaint all walls and ceilings when unit is turned over to a new tenant.
4. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

### Apartment #304

1. This unit was recently redone. It was in good condition with no evidence of sub-standard conditions.

### Apartment #306

1. Living Room – Replace carpet.
2. Bathroom (downstairs) – Replace radiator cover.
3. Bedroom (back) – Clean carpet.
4. General – Repaint walls and ceilings and clean all carpets when unit is turned over to a new tenant.
5. The overall tenant upkeep of the unit was poor. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

## **Cedar / Beech – Manchester Neighborhood Housing Services**

Cedar Beech includes three buildings located on the corners of Cedar and Beech streets. A total of twelve of the units have been designated as HOME assisted. In accordance with the HOME requirements, eight of the twelve units were inspected for sub-standard conditions.

Overall, the grounds, exterior and interiors of the building are in good condition and it is clear that there is an ongoing maintenance program in place. While there were no major deficiencies that were identified, there were minor violations of the Housing Quality Standards that required remediation. These violations are noted below:

### Exterior and Grounds

1. Repaint exterior trim.
2. Replace broken siding.
3. Replace first floor screens on the third and fourth window left of the 373 entrance.
4. Replace first floor screen on the back corner of the parking lot side.
5. Remove graffiti on the back left side of the building.

### Common Areas

1. Repaint all common areas.
2. Replace broken tile in third floor common area near unit 359 #3.

3. Replace cracked light lens in the third floor common area near unit 359 #3.

## Interiors

### Unit 359 #1

1. Kitchen – Repair broken sprayer attachment to sink.
2. Hallway – Replace missing light lens.
3. Bathroom (full) – Floor needs to be replaced where water damage has occurred.
4. Living Room – Replace missing window screen.
5. Bedroom (right side, across from bath) – Replace missing vinyl base cove.
6. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

### Unit 363 #1

1. Kitchen / Dining Room – Replace light above stove.
2. Living Room – Replace radiator cover.
3. The rest of the unit was in good condition with no evidence of sub-standard conditions

### Unit 359 #2

1. Living Room – Replace ripped window screen.
2. Bathroom – Replace missing vinyl base cove.
3. Bedroom (center) – Replace ripped window screen. Replace radiator cover.
4. General – Replace any missing vinyl base cove. Clean and / or replace all carpet, and paint all walls and ceilings when unit is turned over to new tenants.
5. The rest of the unit was in good condition with no evidence of sub-standard conditions.

### Unit 363 #2

1. Kitchen / Dining Room – Replace cracked light lens.
2. Bathroom – Replaced damaged floor tile.
3. Bedroom (corner) – Replace missing window screen.
4. Bedroom – Replace folding closet doors and light lens.
5. General – Replace doorknob cover plates on both exterior doors.
6. The rest of the unit was in good condition with no evidence of sub-standard conditions.

### Unit 359 #3

1. Kitchen / Dining Room – Replace missing window screen; replace light above stove.
2. Bedroom (center) – Replace ripped window screen; replace stained and ripped carpet.
3. Half-bath – Replace cracked floor tile.
4. General – Repaint all walls and ceilings when unit is turned over to new tenants.
5. The rest of the unit was in good condition with no evidence of sub-standard conditions.

### Unit 363 #3

1. Kitchen – Replace cracked floor tiles.
2. Living Room – Replace radiator cover.
3. Bedroom (corner) – Replace missing window screen.
4. Bedroom – Repair closet wall.
5. The rest of the unit was in good condition with no evidence of sub-standard conditions.

#### Unit 367 #1

1. Kitchen / Dining Room – Replace damaged floor tiles; repair leaking faucet; and repair hole in closet door.
2. Living Room – Replace cable outlet cover plate.
3. Bathroom – Replace damaged floor tiles.
4. The rest of the unit was in good condition with no evidence of sub-standard conditions.

#### Unit 373 #1

1. Kitchen / Dining Room – Repair water damaged ceiling; replace stove burner cover.
2. Bathroom (full) – Repair water damaged ceiling above shower.
3. General – Replace light bulb in hallway; clean and / or repair all carpet when unit is turned over to a new tenant; repaint all walls and ceilings when unit is turned over to a new tenant.
4. The overall tenant upkeep of the unit was poor. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

### **Notre Dame – Manchester Neighborhood Housing Services**

Notre Dame includes two buildings located on Notre Dame Avenue. A total of ten units have been designated as HOME assisted. In accordance with the HOME requirements, six of the ten units were inspected for sub-standard conditions.

Overall, the grounds, exterior and interiors of the building are in good condition and it is clear that there is an ongoing maintenance program in place. While there were no major deficiencies that were identified, there were minor violations of the Housing Quality Standards that required remediation. These violations are noted below:

#### Exterior and Grounds

1. Paint exterior trim and porches.
2. Repair any damaged vinyl siding and pressure-wash.

#### Interiors

##### Apartment #1

1. Bathroom – Replace cover on vent fan.
2. General – Repaint all walls and ceilings when unit is turned over to a new tenant.
3. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment #2

1. Living Room – Replace radiator cover; replace electrical outlet faceplate.
2. Bathroom – Repair water damage to ceiling; re-caulk edge around sink; repair leaking sink; re-caulk floor edge around bathtub; replace radiator cover; replace toilet seat cover.
3. Bedroom (end) – Repair hole in closet door.
4. Bedroom (right) – Replace light lens.
5. Bedroom (left) – Replace electrical outlet cover; repair damage to wall behind doorknob.
6. Hallway – Replace light bulbs; replace missing vinyl cove base.
7. General – Repaint all walls and ceilings when unit is turned over to a new tenant.
8. The overall tenant upkeep of this unit was poor. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment #5

1. Bathroom – Repair water damage to ceiling; replace toilet seat cover; re-caulk as needed.
2. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment #7

1. This apartment was recently renovated, including new carpet and paint. The apartment was in very good condition with no evidence of sub-standard conditions.

#### Apartment #8

1. This apartment was recently renovated, including new carpet and paint. The apartment was in very good condition with no evidence of sub-standard conditions.

#### Apartment #10

1. Kitchen – Replace hood vent.
2. Living Room – Replace or clean carpet; Replace two window screens.
3. Bathroom – Repair water damage.
4. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### **Tree Streets – Manchester Neighborhood Housing Services**

Tree Streets includes one building located on the corner of Chestnut and Auburn Streets. Nine units have been designated as HOME assisted. In accordance with the HOME requirements, five of the nine units were inspected for sub-standard conditions.

Overall, the grounds, exterior and interiors of the building are in good condition and it is clear that there is an ongoing maintenance program in place. While there were no major deficiencies that were identified, there were minor violations of the Housing Quality Standards that required remediation. These violations are noted below:



### Exterior and Grounds

1. The grounds are in good condition, well-landscaped, and free of trash and debris.
2. Repaint all window trim.
3. Repaint all door trim.
4. Repair the entrance to 108.
5. The bricks will eventually need to be repointed.
6. Repair and replace any missing or damaged screens.

### Common Areas

1. Repaint all walls and doors.

### Interiors

#### Apartment 135-A

1. Bathroom – Replace vinyl tile around toilet.
2. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment 131-A

1. The apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment 131-B

1. Kitchen – Replace fronts of cabinets.
2. Bedroom (first on left) – Replace or repair broken door.
3. Bedroom (kids) – Replace or repair broken door; repair damage to walls.
4. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment 133-B

1. Bathroom – Repair damage to ceiling; replace toilet seat cover.
2. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment 135-C

1. The apartment was in good condition with no evidence of sub-standard conditions.

### **Elm Street – Manchester Neighborhood Housing Services**

Elm Street includes one building located on the corner of Elm and Dow Street. Twenty of the units have been designated as HOME assisted. In accordance with the HOME requirements, ten of the twenty units were inspected for sub-standard conditions.

Overall, the grounds, exterior and interiors of the building are in good condition and it is clear

that there is an ongoing maintenance program in place. While there were no major deficiencies that were identified, there were minor violations of the Housing Quality Standards that required remediation. These violations are noted below:

#### Exterior and Grounds

1. Replace and / or repair and damaged or missing screens.
2. Remove graffiti.

#### Common Areas

1. Repaint all hallway walls.

#### Interiors

##### Apartment, 7 Dow St. #1

1. Kitchen – Repair damaged back splash above sink; reattach vinyl cove base around cabinets.
2. Bathroom – Replace vinyl cove base around bathtub.
3. Bedroom (right side, facing Dow St.) – Repaint walls when unit is turned over to a new tenant.
4. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

##### Apartment, 7 Dow St. #2

1. The apartment was in good condition with no evidence of sub-standard conditions.

##### Apartment, 3 Dow St. #5

1. The apartment was in good condition with no evidence of sub-standard conditions.

##### Apartment, 3 Dow St. #6

1. Study / Spare Room – Repair leaking sprinkler head.
2. General – Repaint all walls and ceilings when unit is turned over to a new tenant.
3. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

##### Apartment, 1398 Elm St. #14

1. Kitchen / Dining Room – Realign stove drawer; replace light over stove.
2. General – Repaint all walls and ceilings when unit is turned over to a new tenant.
3. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

##### Apartment, 1404 Elm St. #17

1. General – Repaint all walls and ceilings when unit is turned over to a new tenant.
2. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment, 1426 #1

1. Spare room (old kitchen area) – Repaint cabinets.
2. General – Repaint all walls, ceilings, and doors when unit is turned over to a new tenant.
3. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment, 1426 #5

1. General – Repaint all walls and ceilings when unit is turned over to a new tenant.
2. The rest of the apartment was in good condition with no evidence of sub-standard conditions

#### Apartment, 1448 #21

1. Hallway closet – Adjust size of door to allow it to open completely.
2. Bedroom (end) – Replace cracked floor tile.
3. General – Repaint all walls, doors, and door frames when unit is turned over to a new tenant.
4. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment, 1458 #25

1. Living Room – Refinish hardwood floors when unit is turned over to a new tenant.
2. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

### **Three Corners – Manchester Neighborhood Housing Services**

Three Corners includes three buildings on the corners of Cedar, Beech, and Union Streets. Twenty of the units have been designated as HOME assisted. In accordance with HOME requirements, eight of the twenty units were inspected for sub-standard conditions.

Overall, the grounds, exterior and interiors of the building are in good condition and it is clear that there is an ongoing maintenance program in place. While there were no major deficiencies that were identified, there were minor violations of the Housing Quality Standards that required remediation. These violations are noted below:

#### Exterior and Grounds

1. Pressure wash vinyl siding around building with units 360-366.
2. Repair or replace any damaged or missing window screens.

#### Common Areas

1. Touch-up paint where needed.
2. Repair broken window in third floor common area outside of unit 379F.

#### Interiors

#### Apartment #364

1. Kitchen – Realign stove drawer.
2. General – Repaint all walls when unit is turned over to a new tenant.
3. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment #360

1. Kitchen – Repair leaking faucet; replace light over stove.
2. Bathroom – Replace cracked floor tiles.
3. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment #219-A

1. Kitchen – Replace light lens cover; replace light over stove; repair vent over stove.
2. Dining Room – Replace light lens cover.
3. General – Repaint all walls and ceiling when unit is turned over to a new tenant.
4. The overall tenant upkeep of the unit was poor. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment #217-A

1. Entry – Install acceptable door handle on front entry door.
2. The rest of the apartment was in very good conditions with no evidence of sub-standard conditions.

#### Apartment #215-B

1. The apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment #379-A

1. The apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment #379-D

1. The apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment #379-F

1. Bathroom – Repair cracked floor tile.
2. General – Repaint all walls and replace or clean all carpet when unit is turned over to a new tenant.
3. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### **Millyard Families II – Families In Transition**

Millyard Families II is a newly constructed fifteen unit transitional housing facility located at 106 Market Street. All fifteen units have been designated as HOME assisted. In accordance with HOME requirements, seven of the fifteen units were inspected for sub-standard conditions.

Overall, the grounds, exterior and interiors of the building are in good condition and it is clear that there is an ongoing maintenance program in place. While there were no major deficiencies that were identified, there were minor violations of the Housing Quality Standards that required remediation. These violations are noted below:

#### Exterior and Grounds

1. The grounds are in good condition and free of trash and debris.
2. The masonry on the entrance ramp along Market Street is loose and needs to be repaired.

#### Common Areas

1. Repair the sheetrock on the wall near the elevator on the fourth floor.
2. Replace the screen in the window near the elevator on the third floor.

#### Interiors

##### Apartments #1A

1. Master Bedroom – Replace blinds.
2. Kids Bedroom – Reattach radiator covers; adjust lock on window to allow window to close completely.
3. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

##### Apartment #1B

1. Bathroom – Repair damage to wall.
2. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

##### Apartment #1C

1. Hallway Closet – Install base cove.
2. The overall tenant upkeep was poor. There was no evidence of sub-standard conditions.

##### Apartment #2A

1. Kitchen / Dining Room – Reattach radiator covers.
2. The overall tenant upkeep was poor. There was no evidence of sub-standard conditions.

##### Apartment #3F

1. Master Bedroom – Replace window blinds on two windows.
2. The overall tenant upkeep was poor. There was no evidence of sub-standard conditions.

#### Apartment #3D

1. Kid's Bedroom – Repair damaged sheetrock near bed; repair ripped screen.
2. General – Reattach radiator covers as needed.
3. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment #4D

1. The apartment was in good condition with no evidence of sub-standard conditions.

### **370 Amherst Street – Families In Transition**

370 Amherst Street is a nine unit transitional housing facility. Eight of the units have been designated as HOME assisted. In accordance with HOME requirements, four of the eight apartments were inspected for sub-standard conditions.

Overall, the grounds, exterior and interiors of the building are in good condition and it is clear that there is an ongoing maintenance program in place. While there were no major deficiencies that were identified, there were minor violations of the Housing Quality Standards that required remediation. These violations are noted below:

#### Exterior and Grounds

1. The exterior has recently been repainted and the roof was replaced. As a result of the new paint job, the building looks fantastic. The grounds are in good condition with no evidence of trash or debris.

#### Common Areas

1. The common hallways were repainted and the carpets and tile were replaced. The paint brightened up the building.

#### Interiors:

##### Apartment #3

1. Kitchen – Repair water damage to ceiling.
2. Bedroom – Replace missing screen.
3. The rest of the apartment is in good condition with no evidence of sub-standard conditions.

##### Apartment #1

1. The apartment is in good condition with no evidence of sub-standard conditions.

Apartment #4 (The tenant fell while hanging her drapes resulting in damage to bathroom door)

1. Kitchen – Repair chipped countertop when possible.
2. Bathroom – Replace missing light fixture cover; repair ceiling fan to operate properly; replace damaged bathroom door.
3. Bedroom – Repair collar between sprinkler system piping and the wall.

#### Apartment #9

1. Living Room – Replace carpet when unit is turned over to a new tenant.
2. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment #5

1. Kitchen – Replace missing light lens cover.
2. Dining Room – Install collar between sprinkler system piping and the wall.
3. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

### **The Gale Home – Manchester Housing and Redevelopment Authority**

The Gale Home is a newly renovated elderly housing facility located at 600 Maple Street. The building includes eighteen units that have been designated as HOME units. In accordance with HOME requirements, seven apartments were inspected for sub-standard conditions.

Overall, the grounds, exterior and interiors of the building are in excellent condition and it is clear that there is an ongoing maintenance program in place. While there were no major deficiencies that were identified, there were minor violations of the Housing Quality Standards that required remediation. These violations are noted below:

#### Exterior and Grounds

1. Repair the two broken downspouts on the Ash Street façade.
2. The newly constructed grounds in front of each building are in good condition, well-landscaped, and free of trash and debris.

#### Common Areas

1. The common hallways are in very good condition.

#### Interiors

##### Apartment #304

1. The apartment was in very good condition with no evidence of sub-standard conditions.

##### Apartment #213

1. The apartment was in very good condition with no evidence of sub-standard conditions.

#### Apartment #212

1. Kitchen – Replace the light lens cover.
2. The rest of the apartment was in very good condition with no evidence of sub-standard conditions.

#### Apartment #210

1. The apartment was in very good condition with no evidence of sub-standard conditions.

#### Apartment #209

1. The apartment was in very good condition with no evidence of sub-standard conditions.

#### Apartment #207

1. The apartment was in very good condition with no evidence of sub-standard conditions.

#### Apartment #104

1. The apartment was in very good condition with no evidence of sub-standard conditions.

### **Piscataquog River Apartments – The Anagnost Companies**

The Piscataquog River Apartments consist of several newly constructed buildings on Agnes Street. The buildings include ten units that have been designated as HOME units. In accordance with HOME requirements, five of the ten HOME units were inspected.

Overall, the grounds, exterior and interiors of the building are in excellent condition and it is clear that there is an ongoing maintenance program in place. While there were no major deficiencies that were identified, there were minor violations of the Housing Quality Standards that required remediation. These violations are noted below:

#### Exterior and Grounds (155 and 233 Agnes Street)

1. The newly constructed grounds in front of each building are in good condition, well-landscaped, and free of trash and debris.

#### Common Areas

1. The common hallways are in very good condition.

#### Interiors

#### Apartment #155-104

1. Exterior Porch – Repaint wall.



2. The rest of the apartment was in very good condition with no evidence of sub-standard conditions.

#### Apartment #155-201

1. The apartment was in very good condition with no evidence of sub-standard conditions.

#### Apartment #155-301

1. The apartment was in very good condition with no evidence of sub-standard conditions.

#### Apartment #155-304

1. Bathroom – Repair damaged wall.
2. The rest of the apartment was in very good condition with no evidence of sub-standard conditions.

#### Apartment #233-203

1. Kitchen – Repair loose light fixture.
2. Hallways – Repair broken outlet.
3. Entry door – Repaint door.
4. Bathroom – Repair broken toilet paper holder.
5. General – Clean or replace all carpet; repaint all walls.
6. The unit is vacant and was left in poor condition by the previous tenant.

### **214 Spruce Street – The Way Home**

The building at 214 Spruce Street includes seven transitional housing units. All seven of the units have been designated as HOME units. In accordance with HOME requirements, five of the seven units were inspected for sub-standard conditions.

Overall, the grounds, exterior and interiors of the building are in good condition and it is clear that there is an ongoing maintenance program in place. While there were no major deficiencies that were identified, there were minor violations of the Housing Quality Standards that required remediation. These violations are noted below:

#### Exterior and Grounds

1. The grounds are in good condition, well-landscaped, and free of trash and debris.
2. Replace the missing balustrade on the ground level of the handicap ramp located on the west side of the building.
3. There may be a missing cornice piece on the west front of the building; replace if missing.
4. Replace the ripped screen on the front of the building, second story, third window from the right.
5. Close the screen on the front of the building, second story, second window from the right.
6. Replace the missing screen on the first floor of the west common stairwell.

## Common Areas

1. The carpet in the third floor hallway should be secured properly. It will need to be replaced soon.
2. There is water around the AC unit in the basement, near the bulkhead door; this problem should be addressed.
3. The common hallways and stairwells are generally well kept and in good condition.

## Interiors

### Apartment #3

1. Kitchen / Bedroom – Replace broken refrigerator handle.
2. Bathroom – Repair damaged edge of ceiling.
3. Common hall / Bedroom – Reconnect smoke detector.
4. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

### Apartment #4

1. Kitchen / Dining Room – Replace broken refrigerator handle.
2. Kid's Bedroom – Place closet doors back on hinges.
3. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

### Apartment #5

1. Bedroom (right) – Touch-up paint on walls and ceilings.
2. Bedroom (end) – Touch-up paint and repair any holes on walls and ceilings.
3. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

### Apartment #6

1. Kitchen / Dining Room – Repair and touch-up paint on damaged wall.
2. Bathroom – Put drain back in tub.
3. Kid's Bedroom – Repair broken doorframe and repaint walls around door.
4. General – Replace smoke detector battery. Carpet should be cleaned when the unit is turned over to a new tenant.
5. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

### Apartment #7

1. Kitchen / Dining Room – Walls and ceiling should be painted when the unit is turned over to a new tenant.
2. Common Hallways – Walls and ceiling should be painted when the unit is turned over to a new tenant.
3. The rest of the unit was in good condition with no evidence of sub-standard conditions

## **Douglas Street Limited Partnership – Finley Properties**

The Douglas Street Limited Partnership includes three buildings on Douglas Street – 243 Douglas St., 244 Douglas St., and 259 Douglas St. All seven units have been designated as HOME assisted. In accordance with HOME requirements, five of the seven units were inspected for sub-standard conditions.

Overall, the grounds and exteriors of the buildings are in fair condition, and it is clear that there is an ongoing maintenance program in place. Unfortunately, the majority of the interiors of the units that were inspected were in poor condition due to neglect by the tenants. While there were no major deficiencies that were identified; there were minor violations of the Housing Quality Standards that required remediation. These violations are noted below:

### **244 Douglas Street – Exterior and Grounds**

1. Scrape and repaint the wooden trim boards. This deficiency was noted in the 2003 inspection report.
2. Replace the missing siding on the Barr Street façade.
3. The grounds are well landscaped and free of trash and debris.

#### **Apartment #244-1**

1. General – All the walls and ceilings in the apartment must be repainted within the next 12 months. In addition, the stained carpeting must be removed and replaced at the same time.
2. Kitchen – Replace floor tile; replace stove.
3. Hallway Bathroom – Replace floor tile.
4. Bedroom (small) – Replace window blinds.
5. Master Bedroom – Repair damaged wall.
6. Hallway – Replace vinyl base cove; repair damaged walls.
7. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### **Apartment #244-2**

1. General – All the walls and ceilings in the apartment must be repainted within the next 12 months. In addition, the stained carpeting must be removed and replaced at the same time.
2. Bathroom (upstairs) – Re-caulk bathtub along floor.
3. Bathroom (downstairs) – Replace vinyl tile floor; replace closet door to washer and dryer.
4. Bedroom (Barr Street) – Replace broken screens; replace closet doors; replace electrical outlet cover.
5. Hallway – Re-hang doors.
6. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

### **243 Douglas Street**

This single-family house was unavailable for inspection due to complications with the tenant. By next month, a separate appointment will be made to inspect this unit.

#### 259 Douglas Street – Exterior and Grounds

1. Remove and replace entry door to the basement.
2. The exterior of the building is in good condition and the grounds are well landscaped.

#### Apartment #259-1

1. General – All the walls and ceilings in the apartment must be repainted within the next 12 months. In addition, most of the doors in the unit need to be replaced or removed to allow for the tenant's wheelchair access.
2. Kitchen – Remove and replace existing flooring and base cove where needed. Replace missing cabinet door. In addition, damage to sheetrock walls need to be repaired.
3. Living Room – Remove and replace existing flooring and base cove where needed.
4. Bathroom (small) – Replace ceiling vent cover.
5. Master Bedroom – Repair damaged doorframe.
6. Bedroom 2 – Re-hang bedroom door.
7. The rest of the apartment was in good condition with no evidence of sub-standard conditions.

#### Apartment #259-2

1. General – The apartment is currently vacant. It should have all walls and ceilings repainted, carpets cleaned, and radiator covers reattached. It is anticipated that these deficiencies, in addition to the following list, will be corrected before a new tenant occupies this unit.
2. Entry door – Replace entry door.
3. Living Room – Repair damaged walls.
4. Bathroom (downstairs) – Repair base cabinets; re-hang door.
5. Bathroom (upstairs) – Repair ceiling vent.
6. Master bedroom – Repaint radiator covers.
7. Bedroom 2 – Install a cable outlet cover; re-hang closet door.
8. The rest of the apartment is in good condition with no evidence of sub-standard conditions.

#### Apartment #259-3

1. General – All the walls and ceilings in the apartment must be repainted within the next 12 months
2. Living Room – Remove and replace stained carpeting. Remove and replace closet doors.
3. Bathroom (downstairs) – Remove and replace ceiling vent fan/light.
4. Bathroom (upstairs) – Replace base cove underneath vanity.
5. Master bedroom – Repair water damage on the ceiling inside the closet.
6. The rest of the apartment is in good condition with no evidence of sub-standard conditions.

#### 4. HOPWA NARRATIVES

Not applicable

## **5. ESG NARRATIVE**

### **5A. ACTIVITIES TOWARDS GOALS, OBJECTIVES AND PRIORITIES**

The goals and objectives as described in the Annual Action plan and the five-year Consolidated Plan mirror the mission and purpose of the Continuum of Care described in an earlier narrative. The benchmarks for the past year called for maximum utilization of our emergency shelters. In fact, most if not all of the City's emergency shelters are over capacity. With the availability of housing stock decreasing and the cost of rental units rising at an alarming rate, the demand for emergency shelter has increased along with the overcrowded shelters comes the demand for additional supportive services. As can be seen from the project summaries, the provision of services has increased dramatically; this has created an increased demand for federal funding. During the past reporting period, more new social service agencies have requested assistance than ever before. The agencies that make up the Continuum of Care, which is discussed in section 1D, have been instrumental in identifying the gaps in services and effectively managing and meeting the increased demand. Much the same as the other shelters in Manchester, the City's family shelter is experiencing the same problems. Families are staying longer due to the affordable housing shortage in the greater Manchester area. Capacity is a problem for the family shelter and all other agencies that are working to help individuals and families with housing issues. The Continuum of Care Plan is discussed in detail in section 1D.

### **5B. MATCH REQUIREMENTS**

The following schedule of sources and amounts of matching funds for each ESG Project, broken down into the four categories of eligible activities.

#### **Essential Services and Homeless Prevention**

<b>RECIPIENT</b>	<b>SOURCE</b>	<b>Amount (\$)</b>
Child and Family Services	Private	\$4,537
The Way Home	Private	\$16,000

#### **OPERATIONAL SUPPORT**

<b>RECIPIENT</b>	<b>SOURCE</b>	<b>Amount (\$)</b>
Emily's Place (YWCA)	United Way, Private Donations	\$12,000
Helping Hands Outreach Center, Inc.	Private Donations	\$10,600
Manchester Dental Alliance	Private Donations	\$8,000

Manchester Emergency Housing	City Cash	\$8,000
New Horizons for New Hampshire	Private Donations	\$23,160

**Total Matching Funds = \$82,297**

## **6. PUBLIC PARTICIPATION**

See 1G – Citizen’s Comments

### **6A. SUMMARY OF FUNDS AVAILABLE**

The City through its various departments, as well as working in close coordination with non-profit agencies, has put together a strategy to deal with the concerns of the community. Currently, federal resources make up the core pieces of homeless, housing and community development assistance.

These resources leverage allocations of state, local and private resources that otherwise may not be available for similar projects. Federal resources include three formula grants:

Community Development Block Grant (CDBG) - \$2,427,463

Emergency Shelter Grant (ESG) - \$82,597

HOME Investment Partnership (HOME) - \$915,700

Housing, community development and social service interests are functionally dependent as each strives to meet objectives for decent and safe neighborhoods and viable communities. Public and private resource providers have been working to improve and broaden the understanding of programs and funds available, in addition to finding new ways to coordinate activities and funding to meet multiple goals. Although it is not possible to document all of the private, local, state and federal funds that are utilized by all agencies and non-profit organizations, the following is a listing of those funds used for community development and infrastructure under the City’s Community Improvement Program:

Federal, State and Other Funds (other than HUD):	\$14,140,447.00
HUD programs including program income:	\$3,014,046.00
City CIP Cash	\$4,994,185.00
General Obligation Bond	\$7,980.00

Enterprise Programs (includes Manchester Water Works, Manchester Airport, and Manchester Aggregation Program), Environmental Protection Division and the Enterprise Division of the Parks, Recreation & Cemetery Department):	\$10,380.00
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### **6B. GEOGRAPHIC DISTRIBUTION**

The geographic distribution and location of investments are included on the maps that follow in the attachments. Please refer to the individual reports for the numbers of persons assisted including racial and ethnic data as required.

## **6C. SUMMARY OF COMMUNITY ACCOMPLISHMENTS**

The summary of community accomplishments can be found in the attached IDIS reports.

### **PERFORMANCE MEASUREMENT IN ACCORDANCE WITH CPD NOTICE 03-09**

As a part of ongoing monitoring of entitlement funded activities, the City of Manchester has always evaluated the performance of City Departments as well as its subrecipients. The City's existing performance measurement system evaluates compliance with the 2000 – 2005 Consolidated Plan, monitors expenditure rates on a project-by-project basis, evaluates resources leveraged by entitlement funding, measures project outputs in terms of beneficiaries and/or quantity of improved public infrastructure and compares the performance of subrecipients to the performance of other subrecipients. In accordance with CPD Notice 03-09, beginning in FY 04-05 the City of Manchester will document the performance of City Departments and Subrecipients by utilizing the Performance Measurement System that is outlined below:

**CITY OF MANCHESTER  
H.U.D. Entitlement Program  
Performance Measurement System**

1. **Project Name –**
2. **CIP # -**
3. **IDIS # -**
4. **Goal - The project or program is consistent with the following Consolidated Plan goal –**
5. **Inputs – Resources dedicated to the Program –**
6. **Activities – What the program does with the inputs to fulfill its mission –**
7. **Outputs**
  - a. **Expected units of accomplishment upon completion of project –**
  - b. **Actual units of accomplishment upon completion of project –**
  - c. **Total per unit cost of accomplishment –**
  - d. **HUD funding per unit cost of accomplishment –**
  - e. **Expected time of performance (months) –**
  - f. **Actual time of performance (months) –**
8. **Outcomes – Describe the benefits that have resulted from the program**



## ATTACHMENT A

Job creation resulting from CDBG assistance

### **Amoskeag Small Business Incubator 33 North Commercial Street**

<i>Job Classification</i>	<i>Number of Positions Created</i>	
	Full-Time	Part-Time
Owner/Manager	17	
Engineer	5	
Marketing		2
Professional Staff	9	2
Technician		1
Sales	1	
<b>TOTAL</b>	<b>32</b>	<b>5</b>

### **Lowell Street Sidewalk Improvement 62 Lowell Street**

<i>Job Classification</i>	<i>Number of Positions Created</i>	
	Full-Time	Part-Time
Owner/Manager	2	0
Receptionist	1	0
Recruiter	1	0
<b>TOTAL</b>	<b>4</b>	<b>0</b>

### **McQuade's Building Renovation 844 – 860 Elm Street**

<i>Job Classification</i>	<i>Number of Positions Created</i>	
	Full-Time	Part-Time
Owner/Manager	4	0
Sports Entertainment	9	0
Law Office - Professional Staff	5	0
Retail	10	1
Restaurant	6	2
<b>TOTAL</b>	<b>34</b>	<b>3</b>

All jobs were created within the Enterprise Community